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Operations

**AMC DEPLOYMENT, EMPLOYMENT, AND
REDEPLOYMENT GUIDE FOR BASE
OPERATING SUPPORT**

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This pamphlet is a tool for commanders and key staff who are responsible for base operating support in a deployed contingency environment. The guide includes functional area checklists for the five phases of a deployment: (1) pre-deployment, (2) initial bed-down, (3) standup, (4) sustainment, and (5) redeployment. This guidance applies to all AMC support units tasked with a deployment. It does not replace nor subjugate Air Force Instructions or Air Force manuals. It provides general deployment guidance and capability standards for AMC active duty forces and AMC-gained ANG and AFRC. This publication applies to the ANG when published in the ANGIND-2. AFRC units will consider information contained herein as informational only. In accordance with Air Force, CJCS, DOD, or Federal publications, a Combatant Commander's guidance takes precedence over guidance listed in this pamphlet. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/gcss-af61a/afrims/afrims/>

SUMMARY OF CHANGES

This document has been revised and must be completely reviewed. Changes include: general changes to procedures throughout the document due to updated operations pertaining to all aspect of Deployment, Employment, and Redeployment Operations.

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Chapter 1

PRE-DEPLOYMENT

1.1. Commander (CC)

1.1.1. Coordination and Planning. Commanders can access the multiple “Tools for Deploying/Deployed Leaders” on the Air and Space Expeditionary Force (AEF) website (<https://aef.afpc.randolph.af.mil/education.aspx>). This website is designed to provide the tasked home station commander with tools for AEF planning as well as links to regulatory guidance.

1.1.1.1. Has the CC determined details of the tasking to include location, number of personnel, number and type of aircraft, and schedule of events?

1.1.1.2. Has the CC obtained information about the bed-down site from all available sources? Remember to include individuals at the site (deployed, US exchange, liaison, and training officers), individuals who have previously been there, US Embassy (Air Attaché or Office of Military Cooperation), and other US military services.

1.1.1.2.1. Has the CC reviewed information available on various web sites (e.g., HQ AMC/A2 SIPRNET website and links (www.amcin.scott.af.smil.mil))?

1.1.1.3. Has the CC reviewed lessons learned files, after action reports, and interviewed personnel from previous deployments? AMC lessons learned are cataloged in the Joint Lessons Learned Information System (JLLIS) on the NIPRNET at <https://www.jllis.mil/USAF> and on the SIPRNET at <http://www.jllis.smil.mil/USAF>. JLLIS is a good source for lessons learned across the Joint spectrum of operations. Note: AFI 90-1601 and the AMC Supplement have information on lessons learned procedures during the deployment and requirements for post-deployment after action reports (HQ AMC/A9L is the command focal point for lessons learned). Lessons learned for AEF deployments may be accessed at the AEF website on both the NIPRNET (<https://AEF.AFPC.Randolph.af.mil>) and SIPRNET (<http://AEF.AFPC.Randolph.af.smil.mil>).

1.1.1.4. Has a review of the HQ AMC Airfield Suitability and Restrictions Report been accomplished for en route, deployment, and alternate airfields? Note: This report can be obtained at <https://www.amc.scott.af.mil/do/doa/dovs.htm> or by contacting HQ AMC/A3A at DSN 779-3316. Assault and drop zone surveys can be obtained using the 24-hour automated Fax-on-Demand System (DSN: 576-2899, Com: 618-256-2899) at <https://afjm.wpafb.af.mil/ASPs/CoP/EntryCoP.asp?Filter=OO-OP-AM-40>, or by contacting HQ AMC/A3AS at DSN 779-1765.

1.1.1.5. Has the CC requested a pre-deployment package containing a threat assessment, general intelligence overview (political, military, and economic), airfield summary, and satellite imagery from your unit's Intelligence Flight?

1.1.1.6. Has the CC reviewed the Expeditionary Site Plan (ESP) for the deployed location, if available?

1.1.1.7. Has the CC considered requesting a site survey team, if time permits? Note: AMC has several standing Assessment Teams in the 7E1AM UTC.

- 1.1.1.7.1. Assess existing facilities, utilities, infrastructure (including communications), and force protection requirements and determine necessary construction and repair requirements.
- 1.1.1.7.2. Provide recommendations for aircraft chalk sequence (personnel and equipment) based on existing situation and conditions.
- 1.1.1.7.3. Determine what support is available from the host nation or other services.
- 1.1.1.7.4. Has the CC identified points of contact with phone numbers for leasing facilities, renting equipment, purchasing utilities, sourcing local supplies and obtaining secure storage for pre-positioned and pre-delivered equipment and materials?
- 1.1.1.7.5. Identify available sources of transportation and characterize the local transportation network.
- 1.1.1.8. The site survey team should include representatives from Civil Engineers (Engineering or Operations, Emergency Management, and Fire Protection), Communications, Airfield Management, Combat Crew Communications, Air Traffic Control, Terminal Instrument Procedures (TERPS), Contracting, Security Forces, Medical, Services, Safety (Weapons, Flight, and Ground), Office of Special Investigations (OSI), Logistics Plans and Maintenance, and other functional areas deemed necessary.
- 1.1.1.9. The site survey team should take a video camera and digital camera to record the site for future planning and briefings.
- 1.1.1.10. The site survey team should be radio or cell phone equipped and capable of moving around independently. Radio frequencies should be coordinated within required timeframes with the cognizant communications provider (e.g., the host base Communications agency, theater frequency manager, and /or the host nation if applicable). Note: If deployed to an overseas area, local contracting for cellular phone service may be required to ensure operability. Consider the availability and use of IRIDIUM phones.
- 1.1.1.11. Has the CC considered sending an advanced echelon (ADVON) team? Recommended ADVON team should include the MSG/CC (and a Senior NCO to assist), Civil Engineers, Power Production, Utilities, Fire Protection, Explosive Ordnance Disposal, Emergency Management (EM), Services (Food, Lodging, and Mortuary), Security Forces, OSI, Intelligence, Contracting, Finance, Transportation, Supply, Logistics Plans, Munitions, Communications, flying squadron representatives (Operations, Aircrew Flight Equipment (AFE), Safety), Maintenance, Safety (Ground, Weapons, and Flight), Command Post, Maintenance Operations Center, Medical (Bioenvironmental Engineer, Public Health Technician, Flight Surgeon, and Independent Duty Medical Technician), Staff Judge Advocate, TERPS/Air Traffic Control and Landing Systems (ATCALS), Public Affairs, and Personnel (PERSCO). Note: If a previous site survey was accomplished, ADVON team composition may be reduced.
- 1.1.1.12. The ADVON team should provide recommendations for sequencing manpower and equipment arrival based on the conditions and scenario at the site.

1.1.1.13. Both the site survey and ADVON teams should be equipped with an International Marine Satellite (INMARSAT) telephone system.

1.1.1.13.1. If accurate status of prepositioned equipment is unavailable prior to deployment, the lead wing will send a team of qualified equipment technicians in the ADVON of the main deployment, if possible, to evaluate/report status of prepositioned assets in theater.

1.1.1.13.2. Maintenance ADVON (to include aircraft maintainers/marshalls) will need to determine/develop an aircraft parking plan, powered/non-powered AGE storage plan, and other key requirements prior to first aircraft arrival.

1.1.1.13.3. What is the G081 connectivity capability?

1.1.1.13.4. Have aircraft parking areas and spots been identified and properly marked to include measuring and marking nose spots and taxi lines if necessary? Note: This is key to minimizing ground mishaps.

1.1.1.14. What is the transportation mode (air, ground, or vessel)?

1.1.1.15. What are the type of aircraft and load procedures (manifests, hazardous cargo, etc.)?

1.1.1.16. Has the CC met with the deploying wing commander to determine and refine requirements?

1.1.1.17. Has the CC coordinated with other deploying support units?

1.1.1.18. Has each functional area developed detailed deployment and bed-down planning checklists?

1.1.1.19. Is the CC working closely with the operational planning staff (e.g., AFCENT, AFSOUTH)?

1.1.1.20. Are there any local driving restrictions or specific cultural barriers/sensitivities at the deployed location?

1.1.1.21. What are the medical concerns from pre-deployment medical surveillance (immunizations, health hazards, disease vectors, etc.)? (OPR: SG)

1.1.1.22. What is the local political climate? (OPR: A2, OCRs: OSI, A7S)

1.1.1.23. Do relations need to be established with local officials? If so, has a PA officer been requested and assigned to the task?

1.1.1.24. Has a current threat assessment and vulnerability assessment been accomplished for the bed-down location and surrounding area? (OPRs: A7S, A2, OSI, A7)

1.1.1.25. Has a Level II antiterrorism and force protection POC been identified and trained? (OPR: A7S)

1.1.1.26. Is facility force protection (e.g., vehicle barriers, revetments, dispersal, hazard quantity-distance criteria, camouflage concealment deception (CCD), expedient hardening, protective construction, bunkers/shelters, etc.) being considered for planned or existing facilities/utilities? (AFH 10-222, Vol 3; UFC 4-010-01; UFC 4-010-02; AFPAM

10-219, Vol 2; AFPAM 10-219, Vol 5; AFH 10-222, Vol 3; AFH 10-222, Vol 14; AFI 10-245; AFH 10-2401; AFMAN 32-1071, Vol 1; AFMAN 32-1071, Vol 2; and AFMAN 32-1071, Vol 3) (OPRs: A7, A7S)

1.1.1.27. Are medical facilities being sited away from potential targets (e.g., fuel tanks, end of runway, munitions storage, etc.)? (OCR: A7)

1.1.1.28. How many and what type of aircraft will operate in the area of responsibility (AOR) and what are arrival times?

1.1.1.29. What will be the AOR population and arrival times for teams? (AFPD 32-30)

1.1.1.30. In coordination with the medical unit, has the CC identified who the “frequent deployers” are?

1.1.2. Command Relationships.

1.1.2.1. Have all Operation Plans (OPLANs) that apply to the AOR been reviewed?

1.1.2.2. Has the deployment order been reviewed?

1.1.2.3. Have Series-G orders been written establishing an expeditionary unit, if applicable?

1.1.2.4. Are command and control relationships clearly defined? Are personnel aware of these relationships?

1.1.2.5. Who will be exercising Operational Control (OPCON) and Tactical Control (TACON) of the deployed unit?

1.1.2.6. Who will exercise Administrative Control (ADCON) and Uniform Code of Military Justice (UCMJ) authority over the deployed unit?

1.1.2.7. If AMC will CHOP (Change of Operational Control) forces to a theater commander, when or where does it occur?

1.1.3. Command and Control.

1.1.3.1. Are the missions, tasks, and objectives clearly stated?

1.1.3.2. Is the CC routinely meeting with members of the management staff to discuss such items as concept of operations, Time-Phased Force and Deployment Data (TPFDD) flow, chain of command, possible problem areas/shortfalls, latest intelligence updates, weapons requirements, anticipated field support, etc.? Have the CC's concerns been conveyed to the Component staff?

1.1.3.3. Have standard operating procedures been developed and issued to all leaders?

1.1.3.4. Has the CC reviewed the duties and responsibilities of key members of the management staff and kept them current as the situation develops?

1.1.3.5. Are the recall rosters current?

1.1.3.6. Do unit commanders know they must have 100 percent accountability of personnel within 3 hours of a recall?

1.1.3.7. Does the CC need to appoint an enlisted advisor, base superintendent, or first sergeant?

- 1.1.3.8. Has the CC tailored personnel to match experience to mission requirements?
- 1.1.3.9. Did the CC appoint convoy commanders, if required?
- 1.1.3.10. Is the CC informed of limiting factors in each functional area? Is action being taken to correct deficiencies?
- 1.1.3.11. Will you need special procedures and call signs?
- 1.1.4. Equipment.
 - 1.1.4.1. What individual equipment is required for each deploying member? (AFI 10-403 and AMC Supplement to AFMAN 23-110, Vol 2, Part 2, Chapter 26).
 - 1.1.4.1.1. A, B, C and D mobility bags?
 - 1.1.4.1.2. Individual Protective Equipment (IPE) such as, body armor, helmet, canteen, web gear, and gas mask?
 - 1.1.4.1.3. Weapons and ammunition?
 - 1.1.4.1.4. Personal Protective Equipment (PPE) (e.g., gloves, hats, steel-toed boots, hearing protection, etc.)?
 - 1.1.4.1.5. Have users made arrangements to bring all required information appliances (e.g., land mobile radios, notebook computers, secure telephone equipment, and other office equipment)?
 - 1.1.4.2. Has the CC identified personnel on the team qualified to operate support vehicles such as the all-terrain forklift, passenger bus, dump truck, M35, Water Buffalo, or High Mobility Multi-Wheeled Vehicle?
 - 1.1.4.3. Has the CC reviewed equipment status?
 - 1.1.4.4. Is there duplication or omission of necessary equipment?
 - 1.1.4.5. Does the CC have an inventory of all items taken?
 - 1.1.4.6. Are equipment and personnel properly prioritized for load-plan sequencing?
 - 1.1.4.7. Does the CC have information on the aircraft being loaded at home station?
 - 1.1.4.8. Has the CC instructed each squadron to deploy with adequate bench stocks for repairs to both deployed and pre-positioned equipment?
 - 1.1.4.9. If required, are units deploying with Land Mobile Radios (LMR)? Units should coordinate with communications LMR manager prior to deployment to determine if radios are interoperable with other deploying systems.
- 1.1.5. Has the CC directed units to erect tents, with support from CE, according to plan?
- 1.1.6. Has the Commander emphasized that force protection is everyone's business?
 - 1.1.6.1. Has the commander reviewed the requirements for maintaining a field armory and ensured the capability exists to support this requirement? Field armory operations will be reviewed by deployed SF personnel. (AMCPAM 31-1)

1.2. Airfield Operations.

1.2.1. Is the airfield suitable for conducting military operations? What aircraft types can operate unrestricted and which types with restrictions, considering runways, overruns, taxiways, aircraft parking areas, aircraft arresting systems, airfield lighting, landing aids, and navigational aids (NAVAIDS)?

1.2.2. Do ATC facilities and equipment exist, are they operational, and what calibration equipment, tools, and data exist to certify their performance?

1.2.3. Does the airfield have instrument approaches in operation IAW applicable TERPS criteria and to what level of precision and non-precision? GUIDELINE: For most locations, the minimum approach capability should be Category I ILS or Precision Approach Radar.

1.2.4. Will mobile ATCALS/NAVAIDS be deployed for use?

1.2.5. Is weather observation and forecasting support available to support aircraft operations?

1.2.6. Is there an Airfield Management Operations facility available for mission planning and flight plan filing?

1.2.7. What tools and means are available for accessing electronic messages, publications, and planning documents?

1.2.8. What governing regulations and publications will be required for Air Traffic Control and Airfield Management Operations?

1.2.9. What flight planning documents are required and how will they be received?

1.2.10. What facilities are available for storage and destruction of classified materials?

1.2.11. Will a vehicle be required for airfield inspections, emergency response, aircrew transportation, or general transportation? Should the vehicle be a HMMWV?

1.2.12. Has the Foreign Clearance Guide been reviewed? Note: The Foreign Clearance Guide is maintained at Airfield Management Operations for aircrew use. It includes general information and requirements for aircraft and personnel entrance into foreign countries. It is available electronically and can be accessed via a suitable network. (DoDD 4500.54)

1.2.13. Are Runway Surface Conditions (RSC) and Runway Condition Readings (RCR) equipment available and calibrated?

1.2.14. If required, is snow and ice removal equipment available to support ramp operations?

1.2.15. Do planned missions dictate specific approach requirements due to aircraft or crew limitations and restrictions? If so, are the required approaches and NAVAIDS available?

1.2.16. Will contract carriers need to land at the base? Are the base NAVAIDS and facilities compatible with their equipment and their instrument approach requirements?

1.2.17. Is there an existing U.S. and host nation agreement that allows US forces to use host nation facilities? Can existing host nation facilities be operationally checked?

1.2.18. Has Airfield Operations allowed three weeks lead-time to build instrument approaches from the time TERPS personnel are in place?

1.2.18.1. Have existing host nation instrument approach procedures been reviewed by AMC/A3AT, approved for use by HQ AMC/A3, and placed in the GDSS GIANT REPORT?

1.2.19. Have existing instrument approach procedures been flight checked by the host nation or U.S.? If a flight inspection is required, but not possible due to threat conditions, has an AMC/CC waiver postponing flight inspection been granted?

1.2.20. Has Airfield Operations identified TERPS requirement to maintain approaches?

1.2.21. Will Airfield Operations need manning for 24-hour operations?

1.2.22. Has the site survey team relayed the applicable airfield data to the appropriate AOR TERPS cell and to HQ AMC/A3AS?

1.2.23. Has a qualified Flight Safety Officer conducted an airfield survey and noted hazards to flight, aircrews, and ground operations?

1.2.24. Does a Combat Crew Communications facility exist? Is it equipped and operational? How many primary assigned aircraft can be serviced at this facility?

1.2.25. Have all test, measurement, and diagnostic equipment (TMDE) received calibration prior to deployment?

1.2.26. Have grounding points for aircraft been identified and established?

1.2.27. Have mooring points for aircraft (if applicable to MDS) been identified and established?

1.3. Chaplain.

1.3.1. Has the deployed Senior Chaplain been briefed on the local religious and cultural environment in order to provide advice to the commander?

1.3.2. Have Chaplain Corps personnel been given airflow priority in order to commence ministry to deployed personnel as early as possible? Are there local services available?

1.3.3. Has the Senior Chaplain coordinated with other bases providing Chaplain Corps support?

1.3.4. Have appropriate religious and cultural briefings been prepared?

1.3.5. Are Chaplain Corps personnel providing a ministry of presence to deploying personnel? (AFMAN 52-103, para 1.3.5.)

1.4. Civil Engineering.

1.4.1. Site Planning.

1.4.1.1. Has CE initiated planning for site bed-down and are planning conferences being held to determine user requirements? Has each organization passed requirements on to the planning team (space required, utilities, environmental impact analysis, special, etc.)? (AFPD 32-30) (OCRs: A7, CS, A7S, OG, A4, CONS)

1.4.1.2. Has a site plan been obtained or is one being drafted based on available information?

1.4.1.3. Have all facility requirements been identified to support operations at the employed location? The following methodology can help identify requirements: Step 1. What organizations are part of the deployment? Step 2. What are the major functional areas (e.g., operations, maintenance, munitions, communications, lodging, dining, laundry, latrine, shower, etc.) and mission assets (e.g., aircraft, vehicles, antennas, computer systems, specialized equipment, etc.) of each organization? Step 3. What are the facility requirements for the major functional areas and mission assets in term of (a) airfield requirements (pavement dimensions and strengths for runway, parking ramp, arresting systems, lighting systems, etc.), (b) functional requirements (gross area for offices, specialized equipment, storage, proximity and access to other facilities, etc.), (c) utility requirements (water, power, lighting, fuels, sewer, etc.), (d) heating, ventilation, and air conditioning (HVAC) requirements, (e) fire and safety requirements, (f) security and force protection requirements, and (g) environmental requirements?

1.4.1.4. Are adequate facilities and utilities available at the site to support the deployment? (AFPAM 10-219, Vol 5; WMP, Vol 1, Annex S; MJCS 275-89; AFH 32-1084; and AFH 10-222, Vol 1 and Vol 2)

1.4.1.4.1. Joint Chiefs of Staff (JCS) established planning factors dictate the scope of facilities for wartime/contingency operations. When these planning factors are applied, they will normally yield substantially smaller facility scopes than do the factors used for peacetime Operations and Maintenance (O&M) or Military Construction (MILCON) planning and construction.

1.4.1.4.2. Priorities for facility planning and construction should be (1) force protection and security, (2) mission-critical, (3) bed-down of forces (lodging, latrine, shower, laundry), (4) dining, (5) medical, (6) mission enhancement, (7) quality of life.

1.4.1.4.3. A planning factor of 12 personnel per tent or 50 square feet per person should be used in calculating number of tents for non-wartime deployments longer than 30 days (AFPAM 10-219, Vol 5).

1.4.1.4.4. The type of facility construction (including living, shower, and latrine facilities), should be based on the anticipated length of deployment. The initial, temporary, and long-term guidelines for facilities are tent construction, modular construction, and permanent construction, respectively. Seek component command guidance on if, how, and when modular or permanent construction will be pursued. The component command will assist in planning, programming, funding, and country-to-country agreement issues.

1.4.1.4.5. Initial facilities requirements can be achieved with HARVEST EAGLE and HARVEST FALCON assets. Support for 1,100 people and one aircraft squadron at a single location will require one HARVEST FALCON housekeeping set, one industrial operation set, an initial flight line set, and follow-on flight line packages. Note: A bare base cannot operate using only HARVEST EAGLE and HARVEST FALCON assets. Other complementary assets include medical facilities, CE heavy equipment, functionally unique tactical shelters, etc.

1.4.1.5. What are the terrain, soil and weather conditions?

1.4.1.6. Has the airfield been assessed (condition, dimensions, obstacle penetrations to imaginary surfaces, lighting, markings, barrier configuration, taxiways, and ramp space)?

1.4.1.7. Has existing fuel delivery system been assessed (vehicle, aircraft, heating, etc.)?

1.4.1.8. Has a plan been developed for power generators to include refueling schedules, redundancy for priority systems, and load shed procedures to accommodate maintenance downtime?

1.4.1.9. After assessing all requirements, are materials, personnel, and equipment available to execute the plan? Have shortfalls in materials and any special equipment items been ordered? Have initial manpower shortfalls been addressed with host wing and losing/gaining MAJCOM?

1.4.1.10. Should additional equipment and material be brought from home station as a result of bed-down requirements (portable latrines, latrine treatment chemicals, construction materials, etc.)?

1.4.1.11. Are team chiefs familiar with the bed-down plan and do they know their responsibilities?

1.4.1.12. Has the bed-down plan and construction schedule been established and approved by the commander of the deploying force?

1.4.1.13. If facility shortfalls exist, is Operations and Maintenance (O&M), Military Construction Project (MCP), or other specially funded construction project required and are the projects being planned/programmed for construction? (AFI 32-1021)

1.4.1.14. Have RED HORSE, Prime BEEF, or Air Reserve Component (ARC) forces been considered for construction project accomplishment?

1.4.1.15. Has an Air Force Contract Augmentation Program (AFCAP) contractor been considered for construction/maintenance support?

1.4.1.16. Is A7 familiar with the approval authority limits for facility construction projects?

1.4.1.16.1. Note: Use of O&M money for minor construction, not greater than \$500,000, must be strictly observed. (AFI 32-1021 and AFI 32-1032)

1.4.1.17. Is environmental mitigation required?

1.4.1.18. Has unit coordinated with gaining MAJCOM's A7 representative(s) concerning all anticipated missions, in-theater lines of communications, and A7 support forces available?

1.4.1.19. Has unit coordinated for host nation support requirements (initial, sustainment)?

1.4.1.20. Do host wing subordinate units know their support roles in bed-down and base development?

1.4.2. Facility Force Protection Planning.

1.4.2.1. References: DoD 0-2000.12H; TM 60-A-1-1-4; TM 5-855-1; TM 5-853-2/AFMAN 32-1071, Vol 1, Vol 2, and Vol 3; DA PAM 385-64; and USACE Memorandum CEMRO-ED-ST (415-101)

1.4.2.2. Have force protection measures for each asset been selected to counter the threat? (OCRs: A7, A7S, OSI, A2)

1.4.2.3. Have site planners considered separating living, working, and recreation areas to enhance force protection?

1.4.2.4. Have critical assets been identified (e.g., mission essential facilities, materials and equipment; facilities containing high profile personnel; and facilities with high population density)?

1.4.2.5. Have critical assets been prioritized for force protection and have applicable organizations participated in building the priority list?

1.4.2.6. Have protective measures been coordinated with the using organization of the facility to ensure any detriments to daily operations are eliminated or minimized?

1.4.2.7. Does the priority list reflect the highest value and most vulnerable assets as those which will receive force protection measures first?

1.4.2.8. Has the priority list been approved by base or site command authorities?

1.4.2.9. Has the availability of materials and equipment for force protection construction been determined?

1.4.2.10. Have force protection projects been integrated into the work schedule?

1.4.2.11. If necessary, has host nation approval for construction of protective measures been obtained?

1.4.2.12. Have base/site command authorities been informed of any facilities or assets that cannot be satisfactorily protected so that a risk assessment for these facilities or assets can be performed?

1.4.3. Emergency Services.

1.4.3.1. Is a Fire Protection Specialist involved in the design and layout of facilities so that fire safety requirements are met (e.g., fire lanes, extinguishers, smoke detectors, crash stations, etc.)?

1.4.3.1.1. . Allow at least 12 feet between tents placed side by side and 30 feet between rows. Plan ahead for future quality of life construction (patios, walkways, etc.).

1.4.3.1.2. Set tents back 25 feet from the edge of any primary or secondary road and 10 feet from any tertiary road.

1.4.3.1.3. Group no more than 100 people in one tent area and provide 150 feet between groups. Ensure vegetation is removed within 25 feet of all tents.

1.4.3.1.4. . Each tent used for sleeping should have one battery operated smoke detector (minimum) mounted on the center beam. Unit supply personnel should maintain a minimum of 10 percent back up supply for smoke detectors and batteries.

- 1.4.3.1.5. If smoke detectors are not installed, consideration should be given to establishing hourly fire patrols.
- 1.4.3.1.6. Ensure pre-fire plans are developed for tent cities and mission critical facilities. Pre-fire plans should include area drawings identifying locations of munitions, water bladders, and POL storage.
- 1.4.3.1.7. Ensure fire station is strategically located with accessibility to flight line and within response distance to other priority assets.
- 1.4.3.1.8. Ensure appropriate numbers of flight line and facility fire extinguishers are available and that fire extinguisher service is provided. The Fire Chief determines the required number of flight line extinguishers based on the numbers of assigned and transient aircraft. Use TO 00-25-172 to determine the number of fire extinguishers needed.
- 1.4.3.1.9. One fire extinguisher will be mounted near the entrance of each living tent (rated at 2A, 10BC minimum). Tents used for cooking require a minimum of two fire extinguishers (minimum rating of 2A, 40BC). Refueling areas for M-2 burner units need an extinguisher (minimum rating of 2A, 60BC) located within 25 feet of the refueling operation. For more guidance on selecting and distributing facility fire extinguishers, refer to NFPA 10, *Standard for Portable Fire Extinguishers*.
- 1.4.3.1.10. The Senior Fire Protection Specialist will ensure that all tent city occupants are trained on the proper use of fire extinguishers and receive a briefing on fire prevention safety.
- 1.4.3.1.11. . Water storage capacity and distribution should be based on the greatest fire protection hazard. (Military Handbook 1008B, *Fire Protection for Facilities Engineering, Design, and Construction*)
- 1.4.3.1.12. Identify emergency water sources including ponds, lakes, and pools.
- 1.4.3.1.13. A back-up supply of 500 gallons of Aqueous Film Forming Foam (AFFF), 1500 pounds of Halon 1211, and 500 pounds of dry chemical should be available for each set of three P-19s and 10 flight-line extinguishers.
- 1.4.3.2. Is there Unexploded Ordnance (UXO) present (how many, what type, locations)? (AFPD 32-30)
- 1.4.3.3. What kind of Explosive Ordnance Disposal (EOD) support is required? GUIDELINE: Minimum of a 6-person EOD response team is based on one-three person team per 12-hour shift (worst case) for both force protection and weapon system support. Personnel and equipment can be tailored depending on mission requirements and EOD support available at the deployed location. (AFPD 32-30)
- 1.4.3.4. Is there explosive storage available? GUIDELINE: Establish quantity distance according to AFMAN 91-201 and security according to AFI 31-101. (OCRs: SE, A4, A7S)
- 1.4.3.5. Has an EOD intelligence brief been performed? GUIDELINE: Receive a weekly update from the wing intelligence office on the ordnance order of battle and area specific threats.

1.4.3.6. Have personnel inspected Chemical Warfare Defense Equipment (CWDE) for serviceability? (AFPAM 10-100)

1.4.3.7. What type of attack, major accident, incident, or disaster potential exists? What type of Emergency Management (EM) manning support is needed to ensure appropriate programs are established?

1.4.3.8. Form an Emergency Operations Center (EOC) and Crisis Action Team (CAT) to conduct command and control, manage incidents, and support assigned Incident Commanders.

1.4.3.9. Are there provisions for a Mass Notification System (MNS) for the deployed population in the event of an accident or contingency? (UFC 4-021-01)

1.4.3.10. Has hazardous material storage and disposal facility been identified, if required?

1.4.3.11. Does lead A7 unit have a generic plan for survivability actions, such as hardening and CCD? Does the plan describe methods, priorities, resource requirements, and potential commercial sources for materials?

1.4.4. Environmental.

1.4.4.1. Has the Environmental Impact Analysis Process (EIAP) been completed for the proposed deployment? Does A7 have a copy of the documentation? (AFH 10-222, Vol 1; AFH 10-222, Vol 2; and AFH 10-222, Vol 3)

1.4.4.2. Per DoDD 6050.7, operational deployments are subject to environmental requirements. These requirements are found in the environmental annex to the OPLAN. JCS Publication 4-04 and AFI 32-7006 requires an environmental annex to the OPLAN. (OCR: JA)

1.4.4.3. Have all environmental permits/authorizations been identified and applied for? What is the lead-time required to obtain these permits?

1.4.4.4. Has the site been assessed for possible environmental hazards (e.g., chemical spills, hazardous waste sites, asbestos, lead-based paint, etc.)?

1.4.4.5. Has a method for the disposal of hazardous waste been determined and approved?

1.4.4.6. Are there any host-nation natural resource laws applicable to the circumstances of this deployment? (AFI 32-7006) (OCR: JA)

1.4.4.7. Are there any endangered species sites or other important natural or cultural areas?

1.4.4.8. Is the site in a flood plain or wetland area? If so, determine when the rainy season is and, if necessary, make provisions for dealing with high water conditions.

1.4.4.9. Has a list of known bird activity in the region been prepared? Are there migratory bird flyways in the vicinity? Is there/will there be any seasonal bird activity in the vicinity?

1.4.4.10. Have environmental compliance requirements been identified for the deployment location? Environmental compliance in overseas locations where there is a designated DoD Environmental Executive Agent is defined by the DoD Final Governing Standards (FGS) for the host country. Additional environmental compliance may be contained in country-to-country agreements, treaties, or specific agreements relating to the contingency operation at hand, such as the Overseas Environmental Baseline Guidance Document (OEBGD).

1.4.4.11. While the OEBGD does not directly apply to ships, aircraft, or deployments, US Air Force policy dictates that contingency operations and deployments be planned and conducted with appropriate considerations of their effects on human health and the environment. In the absence of other established overseas environmental requirements or agreements, commanders must rely on guidance contained in DoDD 6050.16 and AFI 32-7006.

1.4.4.12. Does the host nation have documented environmental standards that apply to the deployment area?

1.4.4.13. Does documentation of the current physical and environmental condition of the area and facilities exist?

1.4.4.14. Does the host nation have an environmental agency that will require coordination concerning transport, storage, handling, and disposal of hazardous material/waste? If not, what is the deploying command's policy on disposal (e.g., contract in place to ship back to the states)?

1.4.4.15. Have all test, measurement, and diagnostic equipment (TMDE) received calibration prior to deployment?

1.5. Communications and Information.

1.5.1. Will there be a standard communications network set up using current/approved AMC software?

1.5.2. If the communications unit is taking ATCALS (Tactical Air Navigation (TACAN) or Radar), are they working closely with the operations community to lay the groundwork for flight checks at least 45 days in advance?

1.5.3. For a long-term deployment, will the communications unit need a prime mover?

1.5.4. Does the communications unit have the right Communications Security (COMSEC) for the maximum time period plus 90 days and sufficient key loaders (including spares)?

1.5.5. Does the communications unit have the proper power conditioning equipment and power converters?

1.5.6. Has the communications unit determined employment location COMSEC requirements, loaded the distant end frequencies in the LMRs prior to departure, and distributed equipment to key staff? Do they have a plan for reprogramming if the communications unit cannot get frequencies ahead of time?

1.5.7. Has the communications unit planned LMR and frequency requirements for road convoy and site operations? If frequencies are required, have requests been submitted to

theater frequency representative or 618th TACC Spectrum Management Office at least 90 days in advance, if possible? (OCRs: 375 CS/SCPX, AMC/A6O).

1.5.8. Will Communications or Supply be taking care of Mission Readiness Spares Package (MRSP)?

1.5.9. Does the communications unit have enough cable for the telephone distribution system for the projected operation?

1.5.10. Has the communications unit coordinated the telephone distribution plan with A6 to eliminate conflicts with other utility systems or to take advantage of shared trenches and utility poles?

1.5.11. Has a site survey been conducted to identify the best locations for communications equipment placement and to identify existing infrastructure?

1.5.12. Has the communications unit completed Ground Mobile Force (GMF) satellite access requests and other contingency frequency requests?

1.5.13. Have the users been briefed to deploy with computers, fax machines, copiers, Secure Telephone Equipment (STE), and keys?

1.5.14. Has the communications unit established contact with supporting Combat Communications unit, if applicable?

1.5.15. Has the communications unit established contact with the Numbered Air Force (NAF)/A6 communications planner for the AOR?

1.5.16. Has coordination been completed with the host at the deployed base or location for IM, Knowledge Operations Management, and communications support?

1.5.17. Has communications unit validated frequency and tasking messages for accuracy and ensured there is no duplication or omission of necessary equipment?

1.5.18. Has morale call policy been coordinated with component or unified command? Have video morale calls been included? GUIDELINE: Defense Switching Network (DSN) morale calls may be placed from or to Outside Continental United States (OCONUS) locations for members deployed more than 14 days. Calls should normally be limited to 10 minutes once per week. Telephones are typically set up in a recreation facility. (OCR: A7)

1.5.19. Have E-mail policies been coordinated with component and unified command? The E-mail user's supervisor can permit personal E-mail communications in keeping with the following limitations: (1) The use does not adversely affect the employee's performance of duty, (2) The use is of reasonable duration and frequency and, whenever possible, is made during the member's non-duty hours, (3) The use serves a legitimate public interest, such as keeping members at their workstations, improving morale, enhancing professional skills, or furthering education, (4) The use does not reflect adversely on the Air Force (for example, uses involving pornography, chain letters, advertising, soliciting, security violations, etc.), and (5) The use does not overburden the communications system and does not create significant additional cost to the Air Force. (AFI 33-119 and CSAF "Rules of the Road" for E-mail, message DTG 221648Z Jan 97)

1.5.20. Has the United States Postal Service (USPS) been notified to hold mail until further notice, if deploying to a classified location?

- 1.5.21. Has the site been identified with a proper mailing address for deployed personnel?
- 1.5.22. Are procedures established to ensure commercial postage meters or postage stamps are available for the Official Mail Center (OMC) to place postage on official mail? GUIDELINE: An initial 90-day supply should be available.
- 1.5.23. Has communications unit considered temporary storage requirements associated with registered mail?
- 1.5.24. Are securable facilities identified for postal operations?
- 1.5.25. Is the postal team properly sized?
- 1.5.26. Does the Air Postal Flight need to deploy a staff member to set up as part of ADVON or liaison team?
- 1.5.27. Has level of postal service talking paper been provided to deploying base XC function?
- 1.5.28. Is joint APO and Official mail operations being planned? Have official mail managers been notified to bring official stamps, personnel, and equipment for their operation?
- 1.5.29. Review appropriate Concept of Operations (CONOPS), AMC manuals, pamphlets, and instructions, AFIs, AFHs, etc.
- 1.5.30. Have Internet Protocol (IP) addresses been determined and network routing tables established for C4 and user systems?
- 1.5.31. Has the communications unit established coordination procedures for the deployed communications units to communicate with the Major Command Communications Coordination Center (MCCC), 618th TACC Spectrum Management Office, HQ AMC Comm Gp/TACX, or the Crisis Support Staff A6 Representative?
- 1.5.32. Is a Mass Notification System (MNS) programmed for this deployment? (UFC 4-021-01)
- 1.5.33. Has coordination been accomplished to provide a central location for classified destruction?
- 1.5.34. Have all test, measurement, and diagnostic equipment (TMDE) received calibration prior to deployment?
- 1.5.35. Does the communications network support Electronic Warfare Integrated Reprogramming requirements? Note: Lack of this capability prevents timely distribution of critical Electronic Warfare system software changes required to meet changes in the threat environment. (AFI 10-703, para 2.2.11.)

1.6. Comptroller.

- 1.6.1. What personnel and/or equipment UTCs are required?
- 1.6.2. Ensure contracting is contacted prior to deployment to ensure they have contingency contracting either deploying with finance or available at the deployed location.
- 1.6.3. Is FM going to provide pay and travel services, check cashing, or vendor's payments?

- 1.6.4. What are the financial requirements at the deployed location (e.g., foreign currency exchange, US dollars, Limited Depository Accounts (LDA), local checking (i.e. Eagle Cash), check cashing, and accommodation exchange)? (AFPAM 65-110)
- 1.6.5. How is FM going to pay for items purchased (e.g., US currency, foreign currency, electronic funds transfer, check, International Treasury Service, etc.)?
- 1.6.6. What do the local vendors require?
- 1.6.7. Is FM bringing US currency?
- 1.6.8. What is the plan to resupply currency?
- 1.6.9. Is there adequate security for escort of funds? (AFI 31-101) (OCR: A7S)
- 1.6.10. Can funds be secured on site? (AFI 31-101) (OCR: A7S)
- 1.6.11. What is the funding authority level for obligating the government? (AFI 65-601, Vol 1)
- 1.6.12. Will "official representation funds" be available to support community relations with local dignitaries? (AFI 65-603)
- 1.6.13. What is the funding source (host, other unit, AFCENT, HQ AMC) and how will funding or cash be supplied?
- 1.6.14. Are passports required for identification to make banking arrangements? (AFPAM 65-110)
- 1.6.15. Will the deployed agent operation be the US and foreign currency source for Non-appropriated Funds?
- 1.6.16. Does FM have dedicated transportation? Will they be required to drive themselves or will they have a driver provided?
- 1.6.17. Is an international or stateside driver's license required?
- 1.6.18. If FM has access to the embassy, what are the dress code requirements?
- 1.6.19. Will FM be required to sustain two operations (one downtown and one at the site)? If so, have they established the items in the Logistics Detail (LOGDET) kit they need duplicates for (e.g., cash counting machine, stamps, two laptops, etc.)?
- 1.6.20. "Excess baggage" and "variations authorized" should be included in the agents' orders for mission flexibility.
- 1.6.21. Has FM coordinated with the deployed contracting operation? How many deployed contracting personnel will be supported?

1.7. Legal.

- 1.7.1. The Staff Judge Advocate (SJA) is not only interested in the administration of military justice, claims processing, civil law, and international law, but is also concerned with OPLAN consistency with international law and agreements. In accomplishing planning duties, the SJA or his representative should review each plan to answer, at a minimum, the following questions.

1.7.2. Is there a written agreement with the host country concerning operations of US forces within the country? Policy is to not enter a country without an agreement during permissive operations. Moot when operations involve forceful entry into the country.

1.7.3. Has Rules of Engagement (ROE) briefing been prepared as part of the LOAC briefing? Everyone should know the rules under which the operation is being conducted before arriving in theater.

1.7.4. Has J3 established and ROE cell? Has a determination been made for level of asset designation for aircraft (determines ROE in defending aircraft)? Has JA been asked to provide a legal review of the ROE? ROE Cell consists of JAG, J2, J3, and others as considered appropriate.

1.7.5. Is JA aware of the status of personnel once they arrive in country? Is there a Status of Forces Agreement (SOFA) with the host nation? Policy is to retain maximum jurisdiction possible over our personnel under the terms of the SOFA.

1.7.6. Have deploying personnel received their annual law of armed conflict briefing? AFI 51-604, Appointment to and Assumption of Command, as well as various AF regulations, require this training annually.

1.7.7. Have procedures been established to report violations of the law of armed conflict?

1.7.8. Have basing rights agreements, over-flight and transit arrangements, logistical support agreements, and similar agreements been coordinated through the legal office?

1.7.9. Is JA aware of the limitations on commanders of negotiating international agreements? (AFI 51-701).

1.7.10. Will the US have criminal jurisdiction over US forces accused of illegal activity within the host nation under a SOFA, or will we have to request it on a case-by-case basis? US policy is to maximize US jurisdiction to the extent permitted by the circumstances and applicable law in each individual case.

1.7.11. Is there a process in place for emergency procurement actions? (OCRs: A4C, FM)

1.7.12. Are JA personnel aware of the proper procedures to follow for asylum or refuge requests from individuals seeking such status within the US and have they been involved when requests arrive? (AFI 51-704).

1.7.13. What are the various levels of claims authority for injury to personnel, and for settling claims for damage to civilian property, and who holds the adjudication authority? (AFI 51-501).

1.7.14. Are solatium claims authorized at the deployed location (payment, without fault, for damage to people or property, usually of a predetermined amount)?

1.7.15. Will civilians or other non-military personnel deploy with military forces? US criminal jurisdiction for offenses committed abroad by US civilians is generally covered under the UCMJ and through MIJA.

1.7.16. Is there a command-to-command agreement in place that determines who will be authorized to administer Articles 15 and court-martial actions?

1.7.17. Has there been a determination of assignment or attachment of all personnel for court-martial jurisdiction and administrative action?

1.7.18. Is the commander aware of the limitations on the authority to leave US property in host nation on redeployment?

1.7.19. Has a liaison been established for such organizations as the International Committee of the Red Cross (ICRC)? Should have one directorate serve as focal point for coordination with Non-Governmental Organizations (NGO). In some cases this has been the office of the Staff Judge Advocate.

1.7.20. Have JA personnel briefed troops on the proper disposition of captured enemy material?

1.7.21. Have personnel been briefed on their rights under the Service Member's Civil Relief Act as part of their LOAC/legal briefing?

1.7.22. Is there a United Nations (UN) Resolution concerning this operation?

1.7.23. Has JA If so, has JA seen and reviewed the UN authorizing resolution?

1.7.24. If this is a UN operation, which of the following types of operations are being conducted? (1) Peacekeeping Operations: Authorized under Chapter 6 of UN Charter (also see Joint Pub 3-07.3). Generally refers to being invited into a country by the warring parties. Peacekeeping forces interpose themselves between enemy forces to prevent further fighting. Rules of engagement are designed for self-defense. (2) Peace Enforcement Operations: Authorized under Chapter 7 of UN Charter. Warring parties have not invited peace enforcement troops. Peace enforcement means the UN forces must force a peace with actual combat likely. Rules of engagement designed for going beyond mere self-defense. Forces are armed appropriately to defeat the enemy. Note: Chapter 6 versus Chapter 7. Depending upon the nature of the operation, this distinction can be important to the way in which the operational rules are designed.

1.7.25. Have deploying JA personnel brought all items necessary to administer the legal assistance needs of deployed personnel?

1.7.26. Has a General Order 1 been established for the area of operations? Has JA briefed personnel on this order?

1.7.27. Has the EXORD stated whether non-DoD cargo and passengers may fly on DoD aircraft? Has that statement been defined to identify which missions may fly on DoD aircraft?

1.8. Logistics.

1.8.1. Note: Every effort was made to include guidelines wherever possible. Factors such as drastic differences in deployed location, weapon type, and duration preclude definitive standards. The base support plan (BSP) or site survey information for each deployed location will provide information enabling planners to establish guidelines for particular deployments. These guidelines will include such things as facility requirements, transportation and vehicle requirements, resupply structure, etc.

1.8.2. Maintenance.

- 1.8.2.1. Is back shop maintenance support available in AOR?
- 1.8.2.2. Do adequate facilities exist for the types and quantities of back shop maintenance to be performed?
- 1.8.2.3. Is pre-positioned Aerospace Ground Equipment (AGE) available in the proper types and quantities? Consider type MDS that requires support other than owning aircraft if known.
- 1.8.2.4. Has the proper airlift been arranged to move the engines?
- 1.8.2.5. Have all TMDE received calibration prior to deployment?
- 1.8.2.6. Is there a plan to handle contaminated aircraft (if applicable) to include parking location, decon equipment, and personnel training? While it's understood the technical aspects of how to decon aircraft is an A4 responsibility, OPR for the location, runoff, etc., is an A7 responsibility.
- 1.8.2.7. Identify LMR requirements prior to deployment and program and charge radios as necessary.
 - 1.8.2.7.1. Coordinate with participating units prior to deployment to identify communication/information system requirements and ensure all radios are keyed with appropriate frequencies for the deployed location.
- 1.8.2.8. Have aircraft maintenance personnel submitted their LMR requirements to the communications unit for inclusion in the overall COMSEC plan?
- 1.8.2.9. Ensure deploying personnel take an IMARSAT telephone (if available) and ensure personnel are trained in its use.
- 1.8.2.10. Determine what anticipated severe weather conditions will be expected and how they will affect aircraft maintenance and mission support (e.g., deicing capability, snow removal equipment for aircraft, mooring capability for aircraft (if applicable to MDS), etc.).
- 1.8.2.11. Determine facility requirements for major maintenance, flight control changes, washes, jacking, ISO, etc.
- 1.8.2.12. Determine if aircraft will require frequent clear water rinses based on location or tech data and then plan appropriately to deploy with portable wash carts if necessary.
- 1.8.2.13. Contact MAJCOM analysis section (HQ AMC/A4MQA), at least 30 days before deployment for MIS (GO81) connection instructions.
- 1.8.2.14. Determine need to deploy with maintenance analysts to assist with GO81 connectivity and assist MOC and sortie generation with daily data management.
- 1.8.2.15. Ensure communication personnel are aware of requirement for G081 connectivity.
- 1.8.2.16. Ensure computers (with Rumba & IE or Netscape software preloaded/configured) and printers are available. Depending on size of deployment, a minimum of two computers and one printer should be deployed.
- 1.8.2.17. What are the environmental restrictions/requirements for the deployed area?

- 1.8.2.17.1. Do maintenance personnel need to deploy with clean-up materials?
- 1.8.2.17.2. How will hazardous waste/materials be disposed of at the deployed site?
- 1.8.2.17.3. Ensure all HAZMAT deployable items are properly prepped for shipment. Thirty days prior to deployment, coordinate with the local HAZMAT on proper procedures to account for and track deployed hazardous materials. (AFI 327086, *Hazardous Materials Management*)
- 1.8.2.18. Will En-route Staging (ESTA) maintenance repair teams (including flight line maintainers, parts, and equipment) be necessary to stage at locations the aircraft will flow through en-route to the final deployment destination?
- 1.8.2.19. If the aircraft are planned to flow through permanently established AMC en-route locations, will the en-routes need to be augmented to support the flow?
- 1.8.2.20. Are Transient Alert (TA) services available? If not, what unit will perform this function?
- 1.8.2.21. What equipment is available at the deployed location?
 - 1.8.2.21.1. Are there tow vehicles, high reaches, deicer trucks, cranes for engine changes, forklifts for maintenance available?
- 1.8.2.22. What is the availability of Liquid Oxygen (LOX), Gaseous Oxygen (GOX), and Liquid Nitrogen (LN2)? What is the resupply capability?
- 1.8.2.23. Determine/establish grounding points for aircraft. Bring grounding rods if necessary.
- 1.8.2.24. Determine/establish mooring points for aircraft (if applicable to MDS).
- 1.8.2.25. Ensure personnel deploy with training records (if over 30 days) and that each person carries a GO81 print out of his or her maintenance qualifications.
- 1.8.2.26. Deployment Maintenance Team Chief will ensure SCR is deployed and on-hand for flight line managers (e.g. Pro Super, expeditor) to reference as a quick snap shot of workforce capability.
- 1.8.2.27. Ensure proper tools and equipment are prepared for deployment. All unit equipment (CTKs, TMDE, bench stock, MRSP, support equipment) must be inventoried and prepared for shipment.
- 1.8.2.28. Ensure adequate personnel are qualified on all necessary vehicles (e.g. forklifts, tow vehicles, passenger busses, etc.).
- 1.8.2.29. Ensure personnel are identified to meet deployment tasking according to the unit's DOC statement IAW AFI 10-403; AFI -10-215; AFMAN 10-401, Vol 2; and AFRPD 10-4.
 - 1.8.2.29.1. Ensure every person selected to deploy is current in all required ancillary training (e.g., small arms marksmanship training, CBRNE defense warfare training, etc.) prior to deployment. In addition, confirm AOR and location reporting instructions are complied with.

1.8.2.30. Ensure blank printouts of GO81 debriefing screens or locally devised products are in deployment packages for use if GO81 is not available or in the event it becomes disconnected. The primary debriefing form used when GO81 is unavailable is the AMC Form 278.

1.8.2.31. Validate TO account to ensure it meets in-place and deployment requirements and ensure unit ships with necessary T.O. media.

1.8.2.32. Ensure maintenance deploys with all necessary up to date AFIs, 00 series technical orders, and AMC instructions as necessary to accomplish proper maintenance.

1.8.2.33. Ensure deployed engine monitors are assigned and trained to perform engine manager and monitor duties while deployed. Engine monitor will ensure all deployed spare engines have a copy (paper or electronic) of CEMS product E407, option 1 and 4, included in the deployment package.

1.8.2.34. Lead wing Logistics Group Commander should ensure logistics ACS requirements use the smallest UTCs to meet capability, tailor them as required, identify deploying personnel (and alternates) by name, and take any necessary actions to acquire additional support or equipment as required prior to deployment.

1.8.2.35. Ensure either QA augmentees or QA personnel are taken on all deployments to ensure a deployed QA program is implemented and sustained.

1.8.2.36. Prior to deployment, ensure all fund sites are identified (e.g., the fund sites and organizational codes needed to set up VIL keys for rental vehicles).

1.8.3. Contracting.

1.8.3.1. Is contracting support available in the AOR?

1.8.3.2. Is an interpreter required and necessary? Who will provide this service?

1.8.3.3. Is vendor support adequate for the types of requirements identified for this location in the BSP?

1.8.3.4. Have known contracting requirements been identified and prioritized? Check BSP or site survey. (OCR: All)

1.8.3.5. If a contracting officer is required for the deployment, a paying agent should also be tasked. (OCR: FM)

1.8.3.6. Based on the threat, will contractors need to be escorted? (OCRs: A7S, OSI)

1.8.3.7. Have Finance and Contracting preplanned the Government-wide Purchase Card program authority and funding-related issues?

1.8.3.8. Is A4 aware that, during an exercise or contingency, simplified acquisition procedures may be used? The simplified acquisition threshold is \$200,000 for SECDEF declared contingency operations.

1.8.3.9. Is A4 aware that there is no automatic exemption from procurement competition requirements during a deployment?

1.8.4. Fuels.

1.8.4.1. Are the correct types of fuel available in the required quantities?

1.8.4.2. Will fuel additives be required and, if so, how will they be added? Is there a storage capability at the deployed location? Refer to the BSP.

1.8.4.3. Is the fuel resupply mode timely, reliable, and defensible from terrorist or enemy attack?

1.8.4.4. Are fueling hydrants available and operational at this location? Have they been checked for functionality?

1.8.4.5. Will hot pit refueling be required?

1.8.4.6. Are adequate fuel storage facilities available at the deployed location? Have they been checked for contamination and functionality?

1.8.4.7. Are fuel storage sites protected by berms or revetments? (OCR: A7)

1.8.4.8. Have infrastructure requirements been coordinated with CE (e.g., storage volume, distribution, disbursing points, need dates, etc.)?

1.8.4.9. What fuel support is available in the AOR?

1.8.4.10. Are laboratory and accounting procedures clearly established for all fuel products?

1.8.4.11. Have minimum essential communications requirements been identified?

1.8.4.12. Have alternate sources of petroleum resupply been identified?

1.8.4.13. Has all TMDE received calibration prior to deployment?

1.8.4.14. Determine refuel/defuel capability to support anticipated aircraft flow.

1.8.4.14.1. Identify fuel flow capability to determine ability to quickly turn aircraft to minimize ground time, allow best use of MOG, and to maintain airflow velocity.

1.8.5. Review Logistics Plans (Installation Deployment Officer (IDO)) and Operations Plans, as appropriate.

1.8.5.1. Has local guidance on deployment procedures been defined and published?

1.8.5.2. Has the logistics plans function ensured that the installation meets all deployment planning requirements according to AFI 10-403?

1.8.5.3. Have all deployment related documents (e.g., TPFDD, Logistics Planning Subsystems (LOGPLAN), Manpower Force Packaging System (MANFOR), AEF TPFDD Libraries, and/or UTC Availability (UTA)) been reviewed to clearly identify the installation's total deployment requirements?

1.8.5.4. Have deployment work center requirements been identified and responsibilities for management of the Personnel Deployment Function (PDF), Cargo Deployment Function (CDF), and Deployment Control Center been addressed?

1.8.5.5. Has a deployment training program been established?

1.8.5.6. Has the logistics plans function served as the installation focal point for all deployment taskings and ensured proper distribution of the taskings?

1.8.5.7. Have transition forces been identified?

1.8.5.8. Does the logistics plan function have access to a base support plan for the employed location or have they participated in all site survey activities ensuring appropriate logistics considerations have been addressed?

1.8.5.9. Are logistics plans support available in the AOR?

1.8.5.10. Have planners assisted deploying commanders to ensure their units deploy personnel with necessary redeployment skills and training to ensure a smooth redeployment process?

1.8.5.11. Have logistics planners ensured required IDS tools has been deployed to support redeployment activities?

1.8.6. Munitions.

1.8.6.1. Commanders of squadrons providing munitions support must coordinate closely with weapons safety throughout all phases of deployment planning and execution. (OCR: SEW)

1.8.6.2. Are munitions pre-positioned in the AOR in the proper types and quantities?

1.8.6.2.1. Are chaff/flare pre-positioned in the AOR in sufficient types and quantities?

1.8.6.3. Is airlift available for shipment of munitions not pre-positioned in the AOR?

1.8.6.4. Is munitions support available at the deployed location?

1.8.6.5. Is the required munitions handling, test, and support equipment available?

1.8.6.6. Are suitable special purpose munitions vehicles available?

1.8.6.7. Are all required munitions waivers identified and signed?

1.8.6.8. Are proper facilities available for munitions support per the Base Support Plan? Have construction requirements for a munitions storage area and munitions build-up area been coordinated with A7, if applicable?

1.8.6.9. Is munitions resupply concept acceptable?

1.8.6.10. Have accountability procedures been established for deployed munitions?

1.8.6.11. All personnel who are hand-carrying weapons will have, as a minimum, a one-day supply of ammunition.

1.8.6.12. Have all TMDE received calibration prior to deployment?

1.8.7. Supply.

1.8.7.1. Is supply support available in the AOR?

1.8.7.2. Is communications connectivity for Mission Capable (MICAP) reporting possible and identified as a priority? (OCR: CS)

1.8.7.3. Is the MRSP adequate to support the types of aircraft, the deployment duration, and types of missions identified? (OCR: A3)

1.8.7.4. Are all required Aircraft Simulation Model (ASM) information and data available to Supply for MRSP computation? (OCR: A3)

1.8.7.5. Will deployed MRSP be accounted for by the unit or the Supply Squadron?

1.8.7.6. Is the CONOPS for resupply airlift adequate to meet mission requirements?

1.8.7.7. Will an "EXPRESS" type parts delivery system be available for MICAP parts delivery?

1.8.8. Transportation.

1.8.8.1. Have general-purpose vehicle requirements been determined based on BSP or site survey information?

1.8.8.2. Are vehicles pre-positioned in the AOR in the proper types and quantities?

1.8.8.3. Are MRSP kits for pre-positioned vehicles filled and available? (OPR: A4)

1.8.8.4. Are vendors available in the AOR for rental vehicles if required?

1.8.8.5. Will a Contingency Response Group (CRG) be available, if necessary, at Point Of Embarkation and Point Of Debarkation? The Combat Readiness & Resources branch of Transportation can request CRG support from AMC. If CRG is not available or not requested, the unit is responsible for loading and unloading cargo. If CRG is requested, they should be in place before the first cargo aircraft arrives and return prior to arrival of redeployment airlift. Depending on length of the deployment, the CRG will not usually remain in place the entire time. (OPR: A3M)

1.8.8.6. What types of transportation support be available in the AOR (e.g., vehicle maintenance, vehicle operations, surface freight, combat readiness, passenger travel, etc.)?

1.8.8.7. Have vehicle maintenance priorities been established and determined in accordance with AFI 23-302, Chapter 2?

1.8.8.8. Will teams need to pre-deploy to bring pre-positioned vehicles on line?

1.8.8.9. Who will serve as vehicle control manager?

1.8.8.10. Vehicle Support Planning.

1.8.8.10.1. Have the following areas been considered when determining deployed vehicle requirements?

1.8.8.10.2. Are vehicles available from host at the deployed location?

1.8.8.10.3. Are AMC-gained War Readiness Material (WRM) vehicles available at deployed location?

1.8.8.10.4. Are vehicles available from other military sources, including host nation, Air Reserve Component (ARC), and MAJCOM?

1.8.8.10.5. Will vehicles need to be rented or leased from commercial rental sources?

1.8.8.11. Have vehicles and registered equipment been selected for maximum possible commonality (i.e., year, make, model, parts, fuels, etc.)? Commonality should be considered over age when assets can perform their mission for the expected duration of the contingency.

1.8.8.12. Has the unit ensured that only their best vehicles are shipped to meet OPLAN or command levy taskings. Have all vehicles processed IAW AFI 23-302 for shipment and been placed in TO 36-1-191 condition as specified?

1.8.8.13. Have the vehicles being deployed received a limited technical inspection (LTI) from the host vehicle maintenance function to ensure serviceability?

1.8.8.14. Has the inspection been documented on an AFTO Form 91? Has the vehicle maintenance manager (VMM), or the vehicle maintenance superintendent (VMS) certified the AFTO Form 91?

1.8.8.15. Has a technical order been prepared and shipped with each vehicle? Are vehicles equipped with a spare tire (owning organization provides spare tire)?

1.8.8.16. Is the unit shipping temporary mission support kits (TMSK) (first 30 days) with deploying vehicles? As a minimum, individual vehicle TMSKs will be developed and requisitioned for each specific vehicle that is designated to deploy and listed in Table 7.1. Mission Critical Vehicle List. TMSKs for non-critical vehicles will be shipped only when specified in the vehicle shipment order. Attachment 7 to AFI 23-302 will be used as suggested "generic" list of TMSK spares.

1.8.8.17. Are vehicle mechanics deploying with assigned hand tools and an adequate number of blank Vehicle Maintenance Work Orders, AF Form 1823 (or logbook)?

1.8.8.18. Are Maintenance Control & Analysis technicians tasked for the deployment knowledgeable to implement the use of OLVIMS as soon as practicable?

1.8.8.19. When a Maintenance Control & Analysis technician is not available, have mechanics been briefed to use the AF Form 1823 (or logbook) to capture maintenance data for man-hour expenditure, parts accounting, vehicle historical records, and reliability studies. Have they been briefed to return copies of completed work orders (logbooks) to the vehicle's home station vehicle maintenance activity monthly?

1.8.8.20. Have mechanics been briefed to source parts for vehicles not mission capable (NMC) at deployed locations using the following prioritized procedures.

1.8.8.20.1. Utilize TMSK/MRSP deployed with vehicle. (1st priority)

1.8.8.20.2. Utilize deployed base supply function, if available. (2nd priority)

1.8.8.20.3. Utilize the Contingency Contracting Card when approved by local authorities. (3rd priority)

1.8.8.20.4. Utilize deployed contracting function. (4th priority)

1.8.8.20.5. Utilize the Regional Supply Squadron (5th priority)

1.8.8.20.6. Contact HQ AMC/A4M with requirements. (6th priority)

1.8.8.20.7. Note: 60K parts will be sourced as per the contract.

1.8.8.21. Have mechanics been briefed to contact their supply representative for AMC "Very, Very Important Parts" (VVIP)? Will shipping procedures be used IAW AMCI 23-102 for vehicle MRSP replenishment and 463L/MHE dead line for parts (VDP)?

1.8.8.22. Has the Senior Transporter coordinated on deploying vehicle operators, fleet managers, and dispatchers so that appropriate mix of experience is available to match requirements.

1.8.8.23. Are vehicle operations personal deploying with radios, notebook computer, and associated programs to implement operations immediately upon arrival?

1.8.8.24. Has the Senior Transporter been briefed to provide the senior AMC logistician at each location information for the LOGSTAT data consolidation for transmission as a single message?

1.8.8.25. Does the Senior Transportation representative realize that a LOGSTAT message is transmitted daily, if required, to HQ AMC/LGRM with info copy to HQ AMC/ A4C/A4M/A4S/A4T/A4X, as of 2400 Zulu?

1.8.8.26. Has the Vehicle Maintenance Manager, Superintendent, or senior ranking transportation officer reviewed the guidance in AFI 23-302, Chapter 2?

1.8.8.27. Have tasked units prepared personnel and material for movement IAW AFI 10-403; AMCI 10-403; AFI 10-404; applicable Installation Deployment Plans; and applicable Base Support Plans? (OPR: A3)

1.8.8.28. Have requirements for "special purpose" vehicles been identified?

1.8.8.29. Will a special purpose vehicle mechanic deploy along with general purpose mechanics?

1.9. Manpower/and Organization.

1.9.1. Does the A1 staff have access to or a copy of TPFDD requirements to support the contingency? Note: The Air Component Command staff is the responsible agent for developing the TPFDD and building it into Joint Operation Planning and Execution System (JOPES). The supporting MAJCOM is given systems permission to access the plan so they can source the requirements to the appropriate unit. Only the MAJCOM Functional Area Managers (FAM) has tasking authority over command resources. Requirements must be stated in the TPFDD to ensure proper airlift or other transportation modes are scheduled.

1.9.2. Has HQ AMC/A1 reviewed the requirements in Deliberate and Crisis Action Planning and Execution Segment (DCAPES) and ensured it has been forwarded to the units?

1.9.3. Has the wing or group Manpower Office (MO) received the requirements in DCAPES? HQ AMC Manpower and Personnel staffs provide this information.

1.9.4. Has the MO done a thorough review of the plan verifying the UTCs and PAS codes?

1.9.5. Did the MO provide the required export files for upload into the IDO. Additionally, has of the plan been to the Installation Personnel Readiness (IPR) so that personnel can be assigned to the FRN/ULN?

1.9.6. Has the MO assessed the in-place requirements based on continuing missions to support the deployment? Has this information been provided to the PRF for action?

1.9.7. Has the MO office developed an organization chart for the deployment based on TPFDD requirements? Have they received copies of G-Series Orders, if required, from the MAJCOM A1M staff prior to deployment?

1.9.8. The MO office should send a POC to the Air Component Manpower and Organization staff when notified of the deployment to attend all meetings and ensure they have the most current information to assist commanders in developing requirements.

1.10. Medical.

1.10.1. Are all squadron commanders, first sergeants, and supervisors stressing health and safety awareness to their personnel?

1.10.2. Have local food and water sources been evaluated? Is food and water being purchased from approved sources?

1.10.3. Are deployed medical assets adequate for conditions and mission?

1.10.4. Does the deploying medical unit have the capability to handle mass casualties as well as the routine community medical care required in theater? Has the medical authority identified host nation medical facilities that are close enough to support any mass casualty situation if capability does not exist at their location.

1.10.5. Have Aeromedical Evacuation support functions been established and coordinated, including Patient Movement Items, patient in transit visibility, air flow, etc.?

1.10.6. Have the telemedicine consulting needs been identified and the methodologies for getting them established?

1.10.7. Has support from A7 for setting up medical facilities been coordinated?

1.10.8. Does everyone have PPE/supplies (bed netting, DEET, biological/chemical warfare antidotes)?

1.10.9. Has the wing received the Theater Preventive Medicine Guidelines from higher headquarters?

1.10.10. Have linkages been established for theater medical surveillance, theater medical information workflow? Have CONOPS been established?

1.10.11. Has a medical threat analysis been accomplished with emphasis on force protection?

1.10.12. Has everyone received full medical clearance?

1.10.13. Have deploying personnel received a preventive medicine briefing?

1.10.14. Has the CC appointed a Director of Base Medical Services?

1.10.15. What are the medical communication requirements? Have they been identified and coordinated with communications unit and given a high enough priority?

1.10.16. Have the methodologies been established and has the coordination taken place with the Intel and C2 communities for reporting potential biological attacks?

1.10.17. Have medical pre-deployment screening requirements been met, to include identification of any adverse medical conditions immediately upon notification of tasking, according to DoD I 6490.3 and AFI 10-403?

1.10.17.1. Have all deploying personnel received a NBC Mask Quantitative Fit Test (QNFT)?

- 1.10.18. Has emergency vehicle support been coordinated with the deployed location?
- 1.10.19. Have personnel been identified to man the Emergency Operations Center (EOC)?
- 1.10.20. Has coordination with Services been accomplished for mortuary affairs support?
- 1.10.21. Have procedures been coordinated for medical re-supply within the theater?
- 1.10.22. Has human waste disposal procedures been established and coordinated with A7, contracting, or host nation?
- 1.10.23. Have all TMDE received calibration prior to deployment?

1.11. Personnel.

- 1.11.1. Has the MPF coordinated on all squadron shortfalls and reclama requests submitted to the wing commander?
- 1.11.2. Has a copy of the Schedule of Events (SOE) been obtained from the IDO to determine the date and times for the inspections (mobility bags, records, equipment, etc.), show times, planned departure times, and need for telephone standby?
- 1.11.3. Has the Personnel Deployment Function (PDF) been established and/or put on call?
- 1.11.4. Are Personnel Support for Contingency Operations (PERSCO) team personnel prepared to deploy? (AFI 36-3802)
 - 1.11.4.1. Are all primary and alternate PERSCO personnel 100 percent mobility ready (i.e., required shots, weapons, Ability to Survive and Operate (ATSO) training, etc.)?
 - 1.11.4.2. Have designated DCAPES operators obtained log-ins and passwords as well as SIPRNET keys? (AFI 36-3802)
 - 1.11.4.3. Has the equipment custodian updated all STE/ STE cards, including deployable STE?
- 1.11.5. Is a PERSCO team tasked from your base?
 - 1.11.5.1. Is the size of the tasked PERSCO team appropriate for the number of personnel it will be supporting? One PERSCO Team member for every 150 serviced personnel. (AFI 36-3802)
 - 1.11.5.2. Is PERSCO deploying with a DCAPES 4104?
 - 1.11.5.3. Does PERSCO have the most current Employment Requirements Manning Document (ERMD) of personnel deploying?
 - 1.11.5.4. When deploying in groups of 10 or more to a sustained operation, each troop commander will carry a troop pack with current information on their group for use by the deployed PERSCO.
- 1.11.6. Does the Personnel Deployment Function (PDF) have the supported Combatant Commander's reporting instructions?
- 1.11.7. Has the Installation Force Support Squadron (FSS), Unit Deployment Manager (UDM), Personnel Readiness (PR), or IRP addressed the following administrative concerns for all deploying personnel?

- 1.11.7.1. Do all members have the required retainability to complete the length of the TDY? All members must have a DOS, retirement date, or PCS date at least 30 days beyond the expected TDY return date (unless approved by waiver). (AFI 10-403)
- 1.11.7.2. Are all security clearances current?
- 1.11.7.3. Do all members possess country clearances (if required by foreign clearance guide or reporting instructions)?
- 1.11.7.4. Do all members possess weapons qualifications records (AF 522s)?
- 1.11.7.5. Have all members received proper immunizations and medical/dental clearances for the deployed location?
- 1.11.7.6. Does each member have an DD Form 2766, Adult Preventative and Chronic Care Flow sheet (replaced AF Form 1480), and PHS Form 731, International Certificate of Vaccination, signed by medical authority, for hand-carrying to deployed location?
- 1.11.7.7. Do all members who require enlisted specialty training (OJT) records have them? Note: Master Sergeants and above are not normally required to have a training record.
- 1.11.7.8. Do all members who require upgrade and Weighted Airman Promotion System (WAPS) training materials have them?
- 1.11.7.9. Have emergency data cards been updated?
- 1.11.7.10. Have deploying members been given the opportunity to obtain required legal documents (e.g., power of attorney, wills, etc.)?
- 1.11.7.11. Do Medical and Chaplain personnel possess a Geneva Convention Card?
- 1.11.7.12. Are identification cards current with an expiration date 30 days after the TDY completion date?
- 1.11.7.13. Do all members possess current dog tags with "AF" after their SSN?
- 1.11.7.14. Have all members been provided an AF Form 245, Employment Locator and Processing Checklist?
- 1.11.8. Are Resource Augmentation Duty (READY) augmentees identified and documented?
- 1.11.9. Has A&FRC (Airman and Family Readiness Center) set up a home-station support structure for families of deploying personnel?
 - 1.11.9.1. Has the Airmen and Family Readiness Center (A&FRC) Director set up a briefing for spouses of deploying members?
 - 1.11.9.2. Briefings by the Family Readiness NCO should include, as a minimum, Family Support Center programs, family support groups (who to contact), Financial Management, Stress Management, Referral/Counseling Services, Give Parents a Break program (child care), and the spouse/family reunion process.

1.12. Public Affairs.

1.12.1. References: Joint Publication 1.07; AFI 35-101; and Annex F to AMC Omnibus OPLAN.

1.12.2. Has the commander considered PA in the initial phase of planning? **GUIDELINE:** One to three PA will support immediate air mobility taskings within CONUS or OCONUS to fixed locations, along the en route system, or to bare-base operations. Manning will be based on the number of people deployed to the location and probability of media access to the deployed location.

1.12.3. Has PA contacted AMC/PA about the tasking and to receive the latest public affairs guidance?

1.12.4. Has PA developed a plan for conducting media relations and internal information?

1.12.5. Does the plan cover all phases of the deployment?

1.12.6. Does the plan include themes and key command and Air Force messages for the deployment?

1.12.7. Has PA coordinated the plan with AMC/PA, the Theater Combatant Commander's PA office, and/or the Joint Information Bureau and, if necessary, the United States Information Service (USIS) at embassy of deployed location?

1.12.8. Has the Ambassador approved PA plans?

1.12.9. Is Combat Camera/Visual Information prepared to transfer digital images to the Joint Combat Camera Center?

1.12.10. Does PA have still camera and video camera capability to document early stages of operation?

1.12.11. Have Combat Camera reporting procedures been established and photo and video personnel been cleared to document at deployed location?

1.12.12. Has coordination been completed with the host at the deployed base or location for visual information (VI) support?

1.12.13. Have Combat Camera diplomatic clearances been requested and coordinated by the combatant commander planners?

1.12.14. Does the combatant commander have a Combat Camera POC to coordinate visual information requirements?

1.12.15. Is PA (Combat Camera) prepared to standup a deployed theater weapons system video capability to collect, edit, and distribute classified video in support of the combatant commander's theatre and Joint Intelligence Operations Center?

1.12.16. Has Combat Crew Communications been forward deployed to stage locations?

1.12.17. Has coordination been accomplished with flying squadrons for aerial documentation?

1.13. Safety.

1.13.1. Weapons.

1.13.1.1. Is explosives safety guidance in DoD 6055.9-STD, Chapter 10; AFMAN 91-201; AFMAN 10-401; and AMC Omnibus OPLAN included in the planning process for deployed operations?

1.13.1.2. Has the CRW received explosives safety planning support?

1.13.1.3. Has the DoD host unit at the deployed location been contacted regarding explosives safety support and planning information?

1.13.1.4. Are explosives safety requirements considered when an advance survey of an operating location is accomplished? Issues of concern are the sited locations for parking aircraft loaded with explosives, storage areas for in transit explosives, and explosives quantity-distance standards for separating explosives operations from other facilities/operations. Examples of these are fuel storage areas, manned functions not related to explosives operations, base boundaries, crew support and lodging areas, airfield support facilities, fire and rescue services, and medical facilities.

1.13.1.5. Are there secure facilities for the storage of aircrew weapons and has the storage of aircrew weapons been coordinated with Security Forces?

1.13.2. Flight.

1.13.2.1. Has a risk assessment according to AFI 90-901 been conducted for the pre-deployment and deployment phases?

1.13.2.2. Has a Flight Safety Officer (FSO) been appointed?

1.13.2.3. Does the unit FSO have a "deployment kit" containing all safety-related forms and paperwork needed on a daily basis?

1.13.2.4. Have mishap response procedures been established for deployed location and are key players familiar with the procedures and limitations?

1.13.2.5. Is it clear who will conduct safety investigations according to AFI 91-204, by a Memorandum of Agreement (MOA), or Memorandum of Understanding (MOU), etc?

1.13.2.6. Has a pre-deployment safety briefing been conducted?

1.13.2.7. Has a Bird Aircraft Strike Hazard (BASH) assessment been done? What BASH-based dispersal tools, equipment, and techniques will be required? Has this assessment been forwarded to mission planners, 618th TACC, commanders, etc? (AFI 91-202)

1.13.2.8. Have applicable weather operations (e.g., hot or cold procedures) been reviewed?

1.13.2.9. Do search and rescue capabilities exist at or near the deployed location?

1.13.3. Ground.

1.13.3.1. Is the commander deploying with a career ground safety person (Air Force Specialty Code (AFSC) 1S0X1 or GM/GS-018 or 803 series)? (AFI 91-202)

1.13.3.2. If not, have persons been identified to perform these duties and have those persons reported to the installation ground safety office for training? (AFI 91-207)

1.13.3.3. If a ground safety staff is available at the contingency location, has the commander ensured contact to determine any applicable host nation requirements in reference to traffic safety? (AFI 91-207)

1.13.3.4. Is the safety staff kept abreast of all abatement actions? (AFI 91-202)

1.13.3.5. If Air Force Motor Vehicles (AFMV) will be available at the contingency location, have procedures to restrict the number of people in passenger carrying vehicles to the designed seating capacity been established? (AFI 91-207)

1.13.3.6. Should contingency requirements exceed availability of above vehicles, has the appropriate mode of transportation or operating procedures for the vehicles been determined? (AFI 91-207)

1.13.3.7. Has a briefing on local area driving conditions been prepared and addressed to all personnel?

1.14. Security Forces.

1.14.1. Has the A7S Commander emphasized that force protection is everyone's business?

1.14.2. Has a Force Protection Working Group (FPWG) been established to assess the threat and vulnerabilities? (DoD O-2000.12-H, Chapter 6 and Joint Pub 3-07.2, Appendix A)

1.14.3. Has the FPWG accomplished a vulnerability assessment using Joint Pub 3-07.2?

1.14.4. Has a Threat Working Group (TWG) been established. The TWG should include CV, A2, OSI, A7S, A7, A6, and SG (include US Army MI when possible).

1.14.5. Consider terrorist history including key anniversaries, dates, terrorist methods, sympathetic environment, and capability.

1.14.6. Consider air-to-ground threat, including ballistic missiles.

1.14.7. Consider ground threat.

1.14.8. Consider Explosive Detector Dog (EDD) requirements.

1.14.9. Is veterinary support available? (AFI 31-202)

1.14.10. Have host nation and friendly force security requirements and restrictions been coordinated?

1.14.11. All personnel should receive the proper level of force protection training. (AFI 31-210, para 3.24 and AMC Sup 1, para 3.24)

1.14.11.1. Level I - Awareness training for all personnel. All personnel must receive the JS Guide 5260, *Service Member's Personal Protection Guide*, and the *Anti-terrorism Individual Protective Measures* folding wallet card.

1.14.11.2. Level II - For the wing and unit Antiterrorism and Force Protection (AT/FP) POC.

1.14.11.3. Level III - For commanders in the O-5/O-6 grades.

1.14.11.4. Level IV - For O-6 to O-8 commanders of installations and Joint Task Forces.

1.14.12. Are security forces on the first chocks?

- 1.14.13. Are security forces and their equipment deployed on the same chalks?
- 1.14.14. Have units scrubbed LOGDETs to take only what is needed? Unnecessary equipment creates clutter, leads to waste, and invites theft or pilferage (e.g., arctic and jungle equipment may not be necessary in Southwest Asia)?
- 1.14.15. Are security forces consulted on all issues, including cross-functional issues, related to force protection?
- 1.14.16. Are security forces consulted on all issues related to movement and storage of funds, arms, ammunition, and equipment? (AFI 31-101)
- 1.14.17. Has all TMDE received calibration prior to deployment?

1.15. Services.

- 1.15.1. References: AFI 10-214 and WMP, Vol I, Annex GG.
- 1.15.2. Has Services determined requirements and tasks at deployed location?
- 1.15.3. Does Services have a current Prime RIBS Manager's Guide?
- 1.15.4. Will there be an ADVON or Site Survey team? If so, is there a Services representative? If there is not a Services representative, has someone on the team been designated to work Services issues?
- 1.15.5. Does Services representative (or designee) on the ADVON team have a copy of Services ADVON and Site Survey checklist (available in Prime RIBS Manager's Guide)?
- 1.15.6. Has Services reviewed the base support plan for the deployed location, if available?
- 1.15.7. Has Services identified space requirements, utilities, and recommended site for control center, lodging, feeding, mortuary, laundry, recreation, fitness, and tactical field exchange to bed-down planners? (OCR: A7, A4X)
- 1.15.8. Are any services to be contracted out (food, laundry, and lodging)? Has Contracting been provided a Performance Work Statement (PWS) (See Prime RIBS Manager's Guide for samples)? (OCR: A4C, SG)
- 1.15.9. Has Services determined their manpower requirements for the deployed location? Guideline: See population matrix in Prime RIBS Manager's Guide. Make adjustments based on contractor provided support for such activities as food service, laundry, etc. (OCR: MO)
- 1.15.10. Has Services coordinated manpower requirements with AMC/A1R? Have shortfalls been identified to Personnel Readiness Unit and AMC/A1R?
- 1.15.11. Has Services identified C4 requirements (cell phones, hard lines, radios, computers, etc.). (OCR: A6)
- 1.15.12. Has Services identified vehicle requirements? (OCR: A4T)
- 1.15.13. Has Services coordinated with Headquarters AAFES on desired support?
- 1.15.14. Has Services determined where food and operational rations support will come from? (OCR: AOR MAJCOM, A4C)
- 1.15.15. Is a NAF Imprest Fund required? (OCR: AOR MAJCOM)

1.15.16. Has Services identified Services unique (e.g., mortuary, recreation, fitness, food service) equipment and supply requirements? Will these items be available for deployment or sourced at the deployed location? Has Services identified purchases required for the initial bed-down on AF Form 9s?

1.15.17. Have all (TMDE) received calibration prior to deployment?

1.16. Historian (HO).

1.16.1. References: AFI 84-101; AFI 84-102; and the *Expeditionary Historian Deployment Guide*.

1.16.2. Has the Commander ensured the assignment of historian(s) to the senior staff?

1.16.3. Has the Commander considered HO in the initial phase of planning for documentation and document preservation purposes?

1.16.4. Has the Commander ensured the inclusion of history annexes in unit plans?

1.16.5. Has the Commander ensured the historian's access to all data, activities, and facilities necessary for the completion of their mission?

1.16.6. Using the appropriate AFIs, has the historian developed an appropriate collection plan for the exercise, operation, or deployment?

1.16.7. Per AFI 84-102, has the historian prepared and maintained an appropriate deployment package with necessary equipment and supplies?

Chapter 2

INITIAL BED-DOWN

2.1. Commander (CC)

- 2.1.1. Is security and force protection the first priority? Establish regular meetings of the TWG to validate/modify protective measures.
- 2.1.2. Does the CC know the command structure? What is the chain of command? Have all personnel been briefed on the deployed chain of command?
- 2.1.3. Has command and control been established?
- 2.1.4. Who will be exercising OPCON and TACON of the deployed unit?
- 2.1.5. Has the CC briefed key personnel on the priorities for base construction? GUIDELINE: General priorities are (1) force protection/security, (2) mission critical, (3) medical, (4) bed-down of forces (lodging, latrine, shave/shower, laundry), (5) dining, (6) mission enhancement, (7) quality of life.
- 2.1.6. Does the CC have personnel assigned to meet and marshal aircraft, then move the equipment to appropriate holding area?
- 2.1.7. Does the CC have copies of all load plans, by chalk, with individual Transportation Control Numbers (TCN)?
- 2.1.8. Does the CC know the key contacts so the logistics necessary to support the equipment can be worked out?
- 2.1.9. Has the CC established daily requirements for food, fuel, and water?
- 2.1.10. Are the CC's vehicles ready to operate? Is there a motor pool or are all vehicles assigned to units?
- 2.1.11. Have work/rest schedules and specific duties been assigned? GUIDELINE: During the bed-down phase, most support functions will need to work 12-hour shifts to accomplish tasks in a timely manner. Supervisors should ensure a "normal" rest period of at least 8 hours of uninterrupted sleep is provided between shifts. Supervisors should be especially attentive to rest requirements when personnel transit multiple time zones. If attainable, a normal rest period should be given following transit of three or more time zones.
- 2.1.12. Does the CC have a plan for performing 24-hour operations?
- 2.1.13. Is the CC inspecting site construction regularly and resolving problems?
- 2.1.14. Are escorts required for third country national contractors and direct hire personnel? A base labor pool should be used for escorts so engineer skills remain dedicated to bed-down tasks. (OCRs: A4C, A7, A7S, OSI)
- 2.1.15. Is the CC conducting regular staff updates (daily at onset)? Is the staff reporting what guidelines have been achieved?
- 2.1.16. Are wing, group, and squadron commanders briefed regularly on plans, procedures, and capabilities of support facilities and operations?

2.1.17. Have liaison officers (between services, host nation, embassy, etc.) been assigned as necessary?

2.1.18. Has the CC conferred with PA in order to be prepared to deal with the media? PA should provide the media with rules of engagement as they arrive. Deployed personnel can talk to anyone so long as a PA representative escorts them. If approached directly by the media for an interview, military members should contact PA. PA will ask the media to submit the subject and proposed questions and will then select an individual for the interview.

2.1.19. Does the CC need to form a Civil Affairs Team to work with local national personnel?

2.1.20. If personnel deploy with weapons and ammunition, has the CC established a deployed armory IAW AMCP 31-1?

2.2. Airfield Operations.

2.2.1. Have runways, overruns, taxiways, and aircraft parking areas been inspected for pavement problems, required signage and markings, and potential obstructions?

2.2.2. Has a location for Airfield Management Operations and ATC facilities been identified and does it present any potential logistical problems?

2.2.3. How will electrical power (main, back-up, portable w/fuel) be provided? (OCR: A7)

2.2.4. Are aircraft arresting systems adequate to support the flying mission? If not, who will provide? (OCR: A7)

2.2.5. Has the existing airfield lighting been inspected, is it in good working order, and can we use it? (OCR: A7)

2.2.6. If required, has a snow and ice removal plan been developed? Is aircraft deicing and airfield snow removal equipment available? (OCRs: A7, A4)

2.2.7. Are helicopter landing pads properly marked? (OCR: A7)

2.2.8. Are anti-hijacking procedures in place? (OCR: A7S)

2.2.9. Has a FOD control plan been established and put into effect? Is adequate airfield sweeper support available for Foreign Object control? Has Airfield Operations established a fixed schedule with CE for accomplishing airfield sweeping? (OCR: A7)

2.2.10. Are adequate procedures in place to control grass height, standing water, and vegetation on the airfield? (OCR: A7)

2.2.11. Have local flying instructions been published? Have Letters of Agreement, MOUs, MOAs, and tower and radar operating instructions been developed, coordinated, and published?

2.2.12. Has the FAA or Host nation established Class B/C/D airspace? In lieu of FAA or host nation agreements on airspace, has Airfield Operations agreed upon Class B/C/D airspace that the deployed air forces will operate in?

2.2.13. Is there controlled access to the airfield by gates, barriers, or sentries?

2.2.14. Are all traffic routes across an active runway or taxiway marked and controlled?

- 2.2.15. Along with primary and secondary crash circuit, are direct land lines available to Airfield Management Operations for fire reporting? If not, what are the compensatory measures? (OCRs: A7, A6)
- 2.2.16. Are Transient Alert (TA) services available? If not, what unit will perform this function? (OPR: A4)
- 2.2.17. Does Airfield Management have the equipment to support the BASH program?
- 2.2.18. Is there adequate ATCALS and NAVAIDS maintenance support?
- 2.2.19. Are NAVAID monitors or internal monitors installed?
- 2.2.20. Are prevailing visibility charts available for Tower controller use?
- 2.2.21. Has the location for Combat Crew Communications (CCC) been identified and does it present any potential logistic problems?
- 2.2.22. Did CCC deploy with sufficient amount of security containers, COMSEC, and other materials for briefing and supporting aircrews?
- 2.2.23. Are there noise restrictions (quiet hours) that could hamper maintenance and flight operations?
- 2.2.24. Have aircraft parking areas and spots been identified and properly marked to include measuring and marking nose spots and taxi lines if necessary? Note: This is key to minimizing ground mishaps.

2.3. Chaplain.

- 2.3.1. Have Chaplain Corps personnel been provided all items necessary to enable ministry that meets the needs of all deployed personnel? (AFMAN 52-103)
 - 2.3.1.1. Is there an area to serve as a Religious facility that can accommodate 50 people? (OCR: CE)
 - 2.3.1.2. Are there areas for private counseling with additional chairs? Recommended minimum size of 8' x 8'.
 - 2.3.1.3. Is there a Reception and Admin area? Recommended minimum size of 8' x 8'.
 - 2.3.1.4. One LMR per team member.
 - 2.3.1.5. Is there a telephone with DSN to facilitate confidentiality? (OCR: A6)
 - 2.3.1.6. Is there access to a computer with DVD capability and projector?
 - 2.3.1.7. Are there vehicles identified for Chaplain use? Recommend one vehicle per Chaplain Corps Team.
- 2.3.2. Has the Senior Chaplain made provisions and plans for unit ministry? (AFM 52-103)
- 2.3.3. Has the Senior Chaplain accomplished and reported the results of a morale assessment? (USAF Chaplain Corps Deployment Guide)
- 2.3.4. Have the deployed Senior Chaplain and deployed Chaplain Assistant maintained communication with higher headquarters? (AFMAN 52-103)

2.4. Civil Engineering.

2.4.1. Site Planning.

2.4.1.1. Has A7 initiated site construction and have they coordinated requirements with using agencies? Note: A7 must balance user requirements with construction priorities, physical constraints, equipment/supply limitations, and available manning.

2.4.1.2. Has a camp-wide labor pool been identified to A7?

2.4.1.3. Is host nation support available for camp construction? How many personnel and what trades?

2.4.1.4. Has the airfield been examined and made ready for operations, including making necessary repairs?

2.4.1.5. Is an arresting system installed? Is it configured to support mission aircraft, considering aircraft weight and speed?

2.4.1.5.1. Are arresting system cable tie-downs needed to prevent cable slap to aircraft?

2.4.1.5.2. Will CE need to set the arresting system away from the runway edge to ensure clearance by wide-body aircraft? If so, have fairlead beam kits been identified as a requirement?

2.4.1.5.3. Does the soil meet the minimum California Bearing Ratio (CBR) of seven to support Mobile Aircraft Arresting System (MAAS) installation? If not what are the alternatives?

2.4.1.5.4. Does Civil Engineering have the expertise and equipment to core drill to accomplish MAAS installation if normal installation methods cannot be used?

2.4.1.5.5. Are plans available to return the runway to operation after an aircraft arrestment?

2.4.1.5.6. Are Fire Department personnel trained on the installed arresting system?

2.4.1.6. Is Computer Aided Drafting and Design capability (CADD) available and is a process established to provide customers with facility/installation drawings?

2.4.1.7. Are service contracts initiated (water, sewer, trash, debris, hazardous waste, custodial, electricity, facility leases, etc.)? (OCR: SG)

2.4.1.8. Has a temporary refuse collection area been established (trash may become a problem early on)? (AFH 10-222, Vol 1, 2, and 3)

2.4.1.9. Are resources available for dust control (water distributor, water source, dust control compounds such as light asphalt oil, calcium, sodium chlorides, lignosulfates)?

2.4.1.10. Have civil engineers started establishing a utility system? In the early stages of deployment a temporary utility system might be all that A7 can provide. As build up continues, permanent systems/connections can be made. Major common infrastructure concerns will include electrical generation, emergency backup power, initial and long-term water supply and distribution systems, field latrines and shower/shave units, wastewater collection systems, fuel bladders, mobile aircraft arresting systems, refueling

operations for generators and boilers, grease traps, insect and pest control, sanitary landfill, evaporation ponds, lagoons, and drainage systems. (AFI 10- 222, Vol 1)

2.4.1.11. Has CE forwarded the appropriate airfield survey information to Airfield Operations for general and TERPS planning?

2.4.1.12. Establish a bench stock of critical and common use maintenance and repair materials, as necessary.

2.4.2. Emergency Services.

2.4.2.1. Has A7 established a fire protection program? (AFI 32-2001)

2.4.2.2. Is there adequate firefighting equipment in place for airfield crash and rescue, including structural fire fighting? Are there an adequate number of fire fighters assigned?

2.4.2.2.1. WMP, Vol 1, Annex S, Appendix 5 outlines Fire Suppression Vehicle/Personnel requirements and AFPAM 32-2004/AMCI 11-208 outlines Military Operations Other Than War Fire Suppression Vehicle/Personnel requirements. Fire protection requirements are determined by the mission being supported and by the type and number of aircraft on the ground (MOG). If structural fire protection is required, the theater commander, with the advice of the responsible theater civil engineer or fire protection representative, identifies the structural firefighting vehicle and personnel requirements.

2.4.2.2.2. Fire Suppression Vehicle Position Manning Table requires three firefighters per Aircraft Rescue Firefighting Vehicle, four per Structural Vehicle, and one per Water Tanker. Staffing is based on 12-hour operations. For 24-hour operations double the staff requirements. Manpower resources are available through the following UTCs: 4F9FN, Fire Protection Manager; 4F9FJ, (2 person) Fire Protection Command and Control team; 4F9FP, (6 person) Fire Fighting Team.

2.4.2.3. Is equipment available to refill Self-Contained Breathing Apparatus (SCBA) for firefighters, EOD, DP, and Hydrazine Response Teams? Are spare SCBA bottle and parts available?

2.4.2.4. Ensure all firefighters are trained in the use, servicing, and maintenance of SCBA. Review the Equipment Supply Listing (ESL) to ensure a mobile air compressor and associated equipment is available for servicing SCBA. Each assigned firefighter is required to have a complete unit.

2.4.2.5. Is A7 operating a Fire Alarm Control Center (FACC)? Is backup power established for the FACC? The FACC should be equipped with direct communications with the Damage Control Center and EOC. A two-way radio base station with generator back-up power is required.

2.4.2.6. Develop fire response plans on each mission essential facility using AF Form 1028 Facility Pre-Fire Plan. There are five types of fire response plans that should be developed: aircraft, priority facilities, munitions areas, bulk fuel storage, and tent city.

2.4.2.7. Are airfield crash and rescue service being provided?

2.4.2.8. Are Emergency Management operations established IAW AFI 10-2501?

- 2.4.2.8.1. Establish primary and alternate Chemical, Biological, Radiological, and Nuclear (CBRN) cells, if required, based on the threat.
- 2.4.2.8.2. Post and disseminate local alarm signals, including host nation requirements, to all personnel.
- 2.4.2.8.3. Provide guidance on proper use of passive defense measures such as CCD, blackout procedures, personal protection, Mission Oriented Protective Posture (MOPP), dispersal of assets, and contamination avoidance.
- 2.4.2.8.4. As necessary, conduct attack response and major accident tabletop exercises to ensure the installation is prepared to conduct operations in all expected environments.
- 2.4.2.8.5. Establish Contamination Control Teams (CCTs) at the direction of the EOC. (AFTTP(I) 3-2.56 and AFTTP(I) 3-2.60)
- 2.4.2.8.6. Establish a network of automatic CBRN detectors, if possible.
- 2.4.2.8.7. Inventory CBRN assets and integrate resources with host base, host nation, and joint forces. Continue assessment of manpower and support requirements. Identify shortages and overages to higher headquarters.
- 2.4.2.8.8. Develop mission tasks and work schedules for Emergency Management and augmented support personnel.
- 2.4.2.8.9. Identify and train personnel for Installation CBRN Reconnaissance teams and unit Post Attack Reconnaissance (PAR) teams. Define areas of responsibility for each team and ensure communication and verification procedures are working in each area of the base.
- 2.4.2.8.10. Identify and establish Contamination Control Areas (CCA) for CBRN protected facilities. Identify potential CCAs and Toxic-Free Areas (TFA) if collective protection is inadequate or nonexistent.
- 2.4.2.9. Has an EOD command and control center been established? GUIDELINE: The center will contain a radio base station with access to a dedicated EOD net, the Fire/Crash net, and base emergency nets. Landline communication will be established to the wing operations center and E-mail capability established within the unit as a minimum. (OCR: A6)
- 2.4.2.10. Has an EOD training area been established? GUIDELINE: Locate the training area downwind of the main base population with a clear zone of 300 feet or barricades according to AFI 91-201.
- 2.4.2.11. How much, if any, berm and revetment construction is necessary? (AFI 10-212)
- 2.4.2.12. Has a dispersal plan been established? (AFH 10-222, Vol 1, and AFI 10-212)
- 2.4.2.13. How many revetments are needed? (AFH 10-222, Vol 3)
- 2.4.2.14. Has an emergency disposal area been designated and marked on site?
- 2.4.3. Environmental.

2.4.3.1. Is there any high-risk bird activity in the runway approaches (swamps, nest sites, garbage dumps, canyons)? Does the airfield have conditions that attract hazard species (birds, foxes, deer, plus food species such as rabbits or mice) or areas that provide food or cover (water bodies, wetlands, plants)?

2.4.3.2. If contaminated sites have been identified, have the environmental hazards been eliminated or have the areas been placed off limits?

2.4.3.3. Have hazardous material/waste storage facilities been designated and equipped with proper containment and safety features?

2.4.3.4. Have the individual and cumulative characteristics of all hazardous material/waste with regard to human exposure, PPE and fire fighting requirements been considered? (AFH 10- 222, Vol 1)

2.5. Communications and Information.

2.5.1. Does communications unit have a way to communicate with the equipment sites that may be located at long distances from the main communications line?

2.5.2. If the deployment location is classified, has the communications unit designated a declassified location as the receiving agency for official mail within the first two days?

2.5.3. Is a priority order established for the communication and information systems? In priority sequence, order wire circuits, scramble circuits; command/control back to back hotlines; Federal Aviation Administration (FAA)/ATC direct coordination lines; the first voice circuit from element commander to his immediate subordinate echelon; the first trunk line established between major elements, critical common user data circuits (Non-Secure Internet Protocol Router Network (NIPRNET) and Secure Internet Protocol Router Network (SIPRNET)), and the first record communications circuit to each element (minimum number of trunk circuits not to exceed 50 percent of total trunks between two elements); long locals (command and control) and direct access line; remaining trunk circuits; weather circuits; general purpose circuits including common user systems; DSN switchboard access lines and Defense Information Systems Network (DISN) entry data circuits; alternate back-to-back hotlines; and administrative and support circuits (voice and data).

2.5.4. Have provisions for morale calls, morale E-mail (e.g., GI-Mail), videophone, and satellite TV been accomplished? (OCR: A7)

2.5.5. Have postal personnel identified where and when both incoming and outgoing mail will be manifested to?

2.5.6. Have postal personnel coordinated with the site commander a plan for postal hours of operation?

2.5.7. Have postal vehicle requirements been coordinated through contracting representatives? (OCR: A4T)

2.5.8. Have all units been identified, and unit mail clerks appointed, for mail deliveries?

2.5.9. Have all unit mail clerks been briefed on their responsibilities in delivering and dispatching mail according to DoD 4525.6-M and command instructions?

2.5.10. Establish and coordinate a Mass Notification System (MNS) (e.g., Giant Voice, alarm signals, broadcast system, radios, or flags). (UFC 4-021-01)

2.6. Comptroller.

2.6.1. Where will the finance office and funds storage area be located? (AFI 31-101)

2.6.2. Has FM made contact with local bank and established a limited depository account? (AFPAM 65-110)

2.6.3. Has FM coordinated with deployed contracting?

2.6.4. Are currency destruction procedures in place? (AFPAM 65-110 and DoD 7000.14-R, Vol 5)

2.6.5. Is InternationalTreasuryService.gov (ITS.gov) available with the local bank for transferring funds to the agent and for paying local vendors?

2.6.6. Is Contingency contracting available and will they use the Government Purchase Card (GPC) for purchases?

2.6.7. Is there a separate funding document, from contracting's home station, for GPC purchases?

2.7. Legal.

2.7.1. Does JA have a private counseling area to accommodate privacy interests of clients?

2.7.2. Has JA procured necessary communications equipment, including, as a minimum, a telephone and LMR?

2.7.3. Has JA procured a vehicle for transportation?

2.8. Logistics.

2.8.1. Maintenance.

2.8.1.1. According to the ESP, are back shop maintenance facilities adequate to meet tasking requirements? (OCR: A4)

2.8.1.2. Is local power reliable and compatible with deployed equipment, or will power adapters and generators be required? (OCR: A4)

2.8.1.3. Is all required AGE on hand and operational?

2.8.1.4. Have maintenance shortfalls, including personnel and equipment, been identified and requested through proper channels?

2.8.1.5. Is Airfield layout and proposed parking plan briefed to all maintenance personnel?

2.8.1.6. Ensure GO81 hardware equipment is setup and connected and that communication is up and running. Ensure analysis personnel on deployments are responsible for obtaining a connection to the MIS database through local area network or a dial up connection. It is vital that a connection to the MIS be established before beginning flying operations.

- 2.8.1.6.1. Ensure deployed analysis personnel are validating proper aircraft status (flying hours, inventory, scheduling and deviation information) and that discrepancy data is entered at the deployed location.
- 2.8.1.6.2. Start updating G081 real-time data, as if at home station. Same data inputs are required at deployed site.
- 2.8.1.7. What are the environmental restrictions/requirements for the deployed area? Do maintenance personnel need to deploy with clean-up materials?
 - 2.8.1.7.1. How will hazardous waste/materials be disposed of at the deployed site?
 - 2.8.1.7.2. What kind of shelter exists for flight line maintenance personnel and equipment during severe weather conditions?
 - 2.8.1.7.3. Implement/assist in establishing defensive procedures to defend aircraft and support equipment. Include plan for bunkers, etc., if required.
- 2.8.2. Contracting.
 - 2.8.2.1. Has a process been established for identifying, validating, and prioritizing contracting requirements?
 - 2.8.2.2. Has adequate transportation, telephone lines, and office space been provided?
- 2.8.3. Fuels.
 - 2.8.3.1. Is aircraft refueling capability/fuel contracts, including equipment (trucks, hydrants, bladders), tools, personnel, and instructions adequate to meet sortie and airlift requirements?
 - 2.8.3.2. Is fuel resupply available, and can it be accessed timely and reliably?
 - 2.8.3.3. What are the fuel requirements and are fuel facilities adequate to meet mission requirements? (OCR: A7)
 - 2.8.3.4. Are all established quantity and distance requirements met? (OCR: SE)
 - 2.8.3.5. Are communications equipment adequate, available, and reliable? (OCR: A6)
 - 2.8.3.6. Is the quantity and quality of fuel adequate?
 - 2.8.3.7. If fuel additives are required, are they properly stored and in sufficient quantities?
 - 2.8.3.8. Have Refueling Petroleum, Oils, and Lubricants (REPOL) reports been initiated?
 - 2.8.3.9. Have sustaining and redeployment fuel requirements been determined?
 - 2.8.3.10. Is host nation support adequate and used to maximum extent?
- 2.8.4. Logistics Plans
 - 2.8.4.1. Has contact been established with proper airlift agencies for scheduling and tracking of resupply airlift? (OCRs: A4T, A4S)
 - 2.8.4.1.1. Is a clear procedure in place for parts resupply using proper priority supply systems? (AMCI 21-108)

2.8.4.2. Has contact been established with all supporting agencies?

2.8.4.3. Have personnel and equipment shortfalls been identified through proper channels?

2.8.4.4. Has a process been established for collecting deployment data from incoming units for the purposes of redeployment planning? (AFI 10-403, Chapter 7).

2.8.4.5. Has contact been established with the supported combatant commander headquarters identifying sources of military logistics support?

2.8.4.6. Are host nation support sources being identified and are Host Nation Support Agreements being worked through the supported-combatant commander headquarters?

2.8.4.7. Has command and control of the combat support functions been established?

2.8.4.8. Is the A4X shop aware of the AOR standard operating procedures (SOPs), including crisis action SOPs?

2.8.5. Munitions.

2.8.5.1. Are required munitions, munitions related equipment, and personnel on hand to perform the mission?

2.8.5.2. Are munitions personnel familiar with explosive storage and maintenance facilities and explosive transport routes to the flight line?

2.8.5.3. Are any munitions waivers required, and, if so, are waivers in order? (OCR: SE)

2.8.5.4. Are all quantity and distance issues resolved for munitions storage? (OCR: SE)

2.8.5.5. Is adequate security provided for the types and quantities stored?

2.8.5.6. Have all HARVEST FALCON requirements been identified?

2.8.6. Supply.

2.8.6.1. Has reliable MICAP connectivity been established? (OCR: CS)

2.8.6.2. Does resupply airlift arrive as scheduled or is it unreliable?

2.8.6.3. Are work and storage facilities adequate? (OCR: A7)

2.8.6.4. Does the deployed weapons custodian have a copy of AMCP 31-1 and AFMAN 31-229?

2.8.7. Transportation.

2.8.7.1. Are vehicle types and quantities adequate?

2.8.7.2. Are transportation facilities adequate? (OCR: A7)

2.8.7.3. Does a reliable system exist for tracking in-transit cargo?

2.8.7.4. Does the ability to track scheduled and unscheduled airlift exist?

2.8.7.5. Is Material Handling Equipment (MHE) available in the proper types and quantities?

2.8.7.6. Is cargo being moved from the flight line to the unit smoothly and quickly?

2.8.7.7. Are all required types of transportation support operational to include Vehicle Maintenance, Vehicle Operations, Surface Freight, Combat Readiness, and Passenger Travel?

2.8.7.8. Does communications unit material controller or supply personnel have a computer along and a CD-ROM version of Fed Log?

2.9. Medical.

2.9.1. Are all squadron commanders, first sergeants, and supervisors stressing health and safety awareness to their personnel?

2.9.2. Is there adequate transportation and communication devices for medical personnel use? (OCRs: A4T, A6)

2.9.3. Are food and water being purchased from approved sources? (OCRs: A7, CONS,)

2.9.4. Does SG have adequate field sanitation facilities? (OCR: A7)

2.9.5. Is a program established to test drinking water on a regular basis? (OCR: A7)

2.9.6. Have the following issues been considered and evaluated?

2.9.6.1. Access to host nation medical facilities, as required?

2.9.6.2. Sources of medical resupply, medical equipment repair, etc.?

2.9.6.3. Patient evacuation procedures via air, land and sea?

2.9.6.4. Other joint medical capabilities?

2.9.6.5. Blood stocks and resupply?

2.9.6.6. Communication and liaison with the Joint Task Force (JTF) and Air Force Forces (AFFOR) Surgeon?

2.9.6.7. Hazardous and infectious waste disposal?

2.9.6.8. Workplace industrial hygiene?

2.9.6.9. Vector-borne disease surveillance?

2.9.6.10. Has coordinated with host nation's coroner for mishap autopsy?

2.9.6.11. Has a program been established to ensure adequate medical surveillance and reporting of Disease and Non-battle Injuries (DNBI)?

2.9.6.12. Has the Occupational and Environmental Health Site Assessment (OEHS) been completed?

2.9.6.13. Have the CC and Medical Commander been advised of significant health and environmental threats identified by the OESHA?

2.9.6.14. Are procedures in place for handling contaminated patients?

2.10. Personnel.

2.10.1. Have infrastructure operating requirements for bed-down been established?

2.10.1.1. Has a processing center been established?

- 2.10.1.1.1. Is the processing facility located in close proximity to the flight line, in lodging, or in the dining facility to facilitate accountability? (AFI 36-3802)
- 2.10.1.1.2. Is the facility sized to accommodate at least 500 people?
- 2.10.1.1.3. Have all possible arrival avenues for incoming personnel been determined? This will aid in ensuring 100% accountability.
- 2.10.1.2. Has the permanent PERSCO operating location been established?
 - 2.10.1.2.1. Is the facility located in close proximity to the Command Post?
 - 2.10.1.2.2. Is the facility cleared for information and operations classified at the SECRET level?
 - 2.10.1.2.3. Have communication requirements been identified to Communications (A6) personnel (e.g., secure and non-secure phone, fax, and e-mail; Defense Message System; and SIPRNET capabilities)?
- 2.10.2. Has all DCAVES equipment been inventoried, set up, and tested.
- 2.10.3. Has an equipment relocations report been submitted to HQ AMC/A1RRA by the deployed PERSCO equipment custodian? (AFI 36-3802)
- 2.10.4. Have plan requirements data been downloaded and distributed to all agencies?
- 2.10.5. Have all LIMFACs been reported to the Supported Command (cc: the Supporting Command, Air Staff, and AFPC) for their action through the Commander's SITREP or PT Status Report until capabilities are received? (AFI 36-3802)
- 2.10.6. Has PERSCO initiated in processing of all TDY members to include transient personnel?
 - 2.10.6.1. Have AF Forms 245 and at least one copy of TDY orders been collected from every person, military and civilian, reporting to their duty location?
 - 2.10.6.2. Has all data been entered into DCAVES?
- 2.10.7. Have personnel who have reported for duty been counted and reported? (AFI 36-3802)
- 2.10.8. Is PERSCO working closely with CRG to identify all arriving and departing aircraft?
- 2.10.9. Have appropriate Duty Status Change reports and PERSCO status reports been accomplished? (AFI 36-3802)
- 2.10.10. Has a casualty reporting program been set up (i.e., has the PERSCO Team Chief coordinated with Medical (SG) and Services (SV) personnel to determine casualty responsibilities and procedures)? (AFI 36-3802 and AFI 36-3002)
- 2.10.11. Have processing procedures been established to account for any possible Geographically Separated Units (GSU) or Forward Operating Locations?

2.11. Public Affairs.

- 2.11.1. Has PA established international communication capability for transmission of news stories and digital imagery? (OCR: A6)

- 2.11.2. Has PA coordinated media coverage for arrival of forces?
- 2.11.3. Has PA begun an internal information program?
- 2.11.4. Has PA briefed the deployed commander and key personnel on public affairs matters?
- 2.11.5. Has PA sought out other PA representatives (other command, Service, and foreign)?
- 2.11.6. Has PA contacted the senior PA for the theater of operations?

2.12. Safety.

- 2.12.1. Has an aggressive program been established for flight, ground, and weapons safety?
- 2.12.2. Weapons.
 - 2.12.2.1. Has the weapons safety program been instituted in accordance with AFI 91-202?
 - 2.12.2.2. Are the explosive safety personnel who monitor the receipt of munitions fully qualified in accordance with AFMAN 91-201?
 - 2.12.2.3. Have all explosive and non-explosive aircraft parking areas been identified, properly marked, and entered on the site plan? (AFI 91-202)
 - 2.12.2.4. Do all explosive and non-explosive facilities meet explosive safety standards? Have approved explosive safety site plans been obtained (e.g., tent city, EOD, medical and dining facilities, etc.)? (AFMAN 91-201) (OCR: A7)
 - 2.12.2.5. Has corrective action been taken to resolve all violations of quantity distance criteria? Have outstanding violations been elevated to the MAJCOM?
 - 2.12.2.6. Do any host nation explosive safety standards conflict with AFMAN 91-201?
 - 2.12.2.7. Have the lightning protection and grounding systems been tested and have the test results been documented? (AFMAN 91-201) (OCR: A7)
 - 2.12.2.8. Have explosive transportation routes been established? (AFI 91-202)
- 2.12.3. Flight.
 - 2.12.3.1. Has a flight safety program been implemented in accordance with AFI 90-902?
 - 2.12.3.2. Has a risk assessment been conducted for the arrival and bed-down phases in accordance with AFI 90-901?
 - 2.12.3.3. Are Squadron Additional Duty Flight Safety Officers (SAFSO) exempt from all other additional duties? (AFI 91-202)
 - 2.12.3.4. Has a mishap response plan been developed and implemented for aircraft emergencies? Are mishap reporting procedures briefed to all personnel? (AFI 91-202)
 - 2.12.3.5. Does the safety staff have use of a vehicle equipped with a two-way radio which provides a communications link from around the airfield? (AFI 91-202) (OCRs: A6, A4T)

2.12.3.6. Does the host safety office plan to establish a control center from which the Disaster Control Group can coordinate between an accident scene and the supporting installation?

2.12.4. Ground.

2.12.4.1. Has a comprehensive ground safety program been implemented?

2.12.4.2. Has the safety staff briefed the commander on the conditions of work areas, the work area safety practices in effect, the deficiencies in meeting established safety and health standards, and on how the safety staff plans to measure compliance with safety program requirements? (AFI 91-202)

2.12.4.3. Has the deployed location been evaluated in accordance with the Occupational Safety and Health Administration (OSHA), and Air Force Occupational and Environmental Safety, Fire Prevention and Health (AFOSH) standards? (AFI 91-202)

2.12.4.4. Once evaluated, are corrections to deficiencies identified according to these standards available at the contingency location? (AFI 91-202)

2.12.4.5. Are appropriate procedures in place to ensure notification of the safety office of all mishaps as soon as possible after occurrence to allow timely investigation? (AFI 91-301)

2.12.4.6. How is compliance with PPE program requirements ensured? (AFI 91-301)

2.13. Security Forces.

2.13.1. Force protection should be a major consideration in the physical layout of the deployment area and in establishing camp policies. (Joint Pub 3-07.2) (OCR: A7)

2.13.1.1. Barriers should be created to delay or deny access into the area they protect.

2.13.1.2. Vehicle holding areas should be established and personnel shuttled to living and working areas.

2.13.1.3. Supply delivery holding areas should be established and newly delivered materials should be shuttled in small quantities.

2.13.1.4. Installation entry points should be enhanced with a serpentine corridor, vehicle search areas, and armed sentries.

2.13.1.5. Installation entry points should be set back at least 100 meters from main thoroughfares.

2.13.1.6. The Chief of Security Forces should publish duress codes. A duress code is a word or words used during normal conversation to indicate duress. Protect the code by revealing it only to those who need to know it, physically safeguarding it, and changing it every 6 months or when compromise is suspected.

2.13.1.7. All personnel with a common skills specialty should not be collocated in lodging facilities as this creates vulnerability. (OCR: CC)

2.13.1.8. Personnel should be continually reminded not to sacrifice force protection for convenience or comfort.

2.13.1.9. Personnel should be reminded to eliminate clutter and insist on neatness to increase the probability of detecting unusual people, equipment, or developing situations.

2.14. Services.

2.14.1. References: AFI 10-214 and WMP, Vol, Annex GG.

2.14.2. Are Services' base construction priorities recognized for the bed-down of forces (work sites and lodging) and the establishment of food and mortuary operations? (OCR: A7)

2.14.3. Does Services have a force bed-down and lodging plan? GUIDELINE: Use eight personnel per tent as a guideline for non-wartime deployments longer than 30 days. (OCR: A7)

2.14.4. Does Services have an initial feeding plan? If food service is to be done by a local contractor, has Public Health inspected the facilities and workers?

2.14.5. Does Services know what types of rations will be served?

2.14.6. Does Services know where rations are being sourced? If food is to be purchased locally, are there approved sources? Have they been inspected by Public Health? (OCR: SG)

2.14.7. Is adequate storage available for rations? GUIDELINE: Climatically controlled storage is necessary for fresh foods and highly desirable (to extend shelf life) for Meals Ready to Eat (MRE). (OCRs: A7, A4C, SG)

2.14.8. Does Services have an initial Tactical Field Exchange plan? If there is a local Exchange Service, have they been contacted about initial supply and resupply of items?

2.14.9. Does Services have an initial laundry plan to operate internally or by using a contractor? If contracted out, has Public Health inspected the facility? (OCR: A4C, SG)

2.14.10. Does Services have a mortuary plan? Did the unit bring a mortuary kit or is one located at the deployment location?

2.14.11. Who is the executive agent for Mortuary Affairs in the AOR?

2.14.12. Does Services have an initial fitness and recreation plan?

2.14.13. Is a recreation and fitness kit scheduled for the deployed location? Has an AF Form 9 been submitted to Contracting for locally purchased sports and fitness equipment?

Chapter 3

STAND-UP

3.1. Commander (CC)

- 3.1.1. Who is exercising ADCON of the deployed unit? How is ADCON being executed?
- 3.1.2. Has the CC identified a host nation point of contact for potential capabilities they can provide?
- 3.1.3. What support has the CC agreed to provide host nation, allied, and other US forces?
- 3.1.4. If collocated with host nation or allied forces, have standardized alarm signals, response, and recovery procedures been established?
- 3.1.5. Has the CC established a primary and alternate EOC and ensured units have established Unit Control Centers (UCC) with appropriate checklists?
- 3.1.6. Has a Mass Notification System (MNS) been established? **GUIDELINE:** Deployments to bare base locations must include provisions for warning and notification systems. Giant Voice is highly recommended. Giant Voice can be used to disseminate other important information in addition to attack notification. Other methods can be used such as sirens, horns, flags, etc. The deployed commander is responsible for determining the method used. (UFC 4-021-01) (OPR: A6, OCR: A7)
- 3.1.7. Have communications outage procedures been established?
- 3.1.8. Have blackout procedures been established?
- 3.1.9. Are incoming personnel receiving pre-deployment and arrival briefings? (AFI 32-4001 and AFMAN 32-4005) (OPR: A1)
- 3.1.10. Have personnel been trained to accomplish common tasks required during operations (e.g., use of CCD materials, fire fighting, expedient hardening techniques, and field shelters). (AFPAM 10-100) (OPR: A7)
- 3.1.11. Has the CC developed a plan for protection of critical equipment? Does this include a dispersal plan?
- 3.1.12. Are priorities for attack protection and damage repair identified?
- 3.1.13. Are procedures outlined for response to, and recover from, major accidents (conventional weapons mishaps, aircraft crashes, etc.)?
 - 3.1.13.1. Has the CC appointed an on-scene commander for major accident response command and control?
- 3.1.14. Is the CC periodically publishing updates on policies and hours of operation, when applicable, for lodging, food service, laundry, showers, field exchange, recreation, morale calls, E-mail, fire prevention, safety, accountability and casualty reporting, security, sanitation, smoking, alcohol, camp cleanliness, dress and appearance, etc?
- 3.1.15. Has the CC set up bulletin boards in key high traffic areas?

3.1.16. Has the CC designated a focal point for all base detail requests? Has a detail been established for camp cleanup?

3.1.17. Has the CC created and distributed a directory of key personnel?

3.1.18. Has a mail distribution system been set up between and within units? (OPR: A6)

3.2. Airfield Operations.

3.2.1. Do weather personnel provide orientation and training on local weather effects and services to ATC personnel, Supervisors of Flying (SOF), and Runway Safety Officers (RSO)?

3.2.2. Does the Weather Flight provide normal forecasting functions? What are the limitations?

3.2.3. Has the Weather Flight established an official observation site?

3.2.4. Are aircrews provided with timely local weather information?

3.2.5. Are weather advisory, watch, and warning services provided?

3.2.6. Is weather radar and satellite information provided?

3.2.7. Does the weather function have a process to manage Pilot Reports (PIREPS)?

3.2.8. Is a communications network set up to provide immediate weather information updates to the control tower, RAPCON, Command Post, and Airfield Management Operations? If primary communication links fail, or become damaged, are back-up procedures established and in place?

3.2.9. Are calibration and performance checks periodically completed on all weather equipment?

3.2.10. Are pilot to metro air-ground radio services required to be provided?

3.2.11. Are Flight Information Publication (FLIP) entries correct for the deployed location? Are they current, and is a procedure in place for receiving updates?

3.2.12. If required, has an airfield and airspace criteria waiver package been developed and submitted for approval?

3.2.13. Have traffic pattern procedures been developed for visual flight rules (VFR) aircraft operations?

3.2.14. Is there a plan to protect air and ground based resources? (OCR: A7S)

3.2.15. Have airfield entry control points been established? (OCR: A7S)

3.2.16. Has a FOD control program been implemented?

3.2.17. Are Notices to Airmen (NOTAM) available to aircrews via the Internet? If not, what are the compensatory measures?

3.2.18. Does Airfield Management Operations have a vehicle equipped with RCR/RSC measurement devices?

3.2.19. Did Combat Crew Communications establish deployed COMSEC, Flight Information Publication (FLIP), and NIPRNET/SIPRNET accounts?

3.2.20. Are CCCs providing aircrews with updated COMSEC, communications, and FLIP kits?

3.2.21. Have procedures been developed to provide transiting CRAF aircrews with emergency CBRN protection and shelter?

3.2.22. Are there noise restrictions (quiet hours) that could hamper maintenance and flight operations?

3.3. Chaplain.

3.3.1. Does Chaplain Corps planning include operations staffing, including 24-hour, as needed? (AFMAN 52-103)

3.3.2. Have high priority areas of visitation been determined?

3.3.3. If other services (Army, Navy) are present, has an assessment of their ministry needs been accomplished?

3.3.4. If necessary, are incoming personnel being briefed by Chaplain Corps personnel?

3.3.5. If deployed to a permanent party base with assigned Chaplain Corps personnel, has the deployed Senior Chaplain coordinated the plans for ministry?

3.3.6. Have religious beliefs that affect dietary needs, dress, recreations and entertainment been considered? Are there impacts to mission that need to be addressed? Have these impacts been resolved? (OCR: A7)

3.3.7. Have communications been maintained with higher headquarters?

3.4. Civil Engineering.

3.4.1. Site Planning.

3.4.1.1. Is a central A7 control center with a customer service desk set up and publicized? Are procedures established for validating, prioritizing, and tracking work requests? Is a service call function established? (AFI 10-212)

3.4.1.2. How is camp construction progressing? (AFH 10-222, Vol 1)

3.4.1.3. Are permanent utility connections being made where applicable?

3.4.1.4. What day-to-day plant operations are needed? Are shifts adequately manned?

3.4.2. Emergency Services.

3.4.2.1. Incoming personnel should be briefed on local and host nation alarm signals, CBRN warfare protection, response procedures after attack, UXO reconnaissance and reporting, and fire safety.

3.4.2.2. Has CE provided support for development of an EOC?

3.4.2.3. Has Emergency Management established a primary and alternate CBRN Cell? Normally located in the primary and alternate EOC. (AFI 10-2501)

3.4.2.4. Has A7 established Airfield Damage Assessment Teams (ADAT), Damage Assessment and Response Teams (DART), Airfield Damage Repair (ADR) Teams, and

other applicable emergency assessment and repair teams? Have assessment routes and repair priorities been developed for these teams?

3.4.3. Environmental.

3.4.3.1. Is there an environmental management program? (AFI 32-7006)

3.4.3.2. Has the deployment site been declared hazard free and safe for deployed personnel?

3.4.3.3. Has a systematic program been implemented for monitoring, assessing, and immediately dealing with bird hazards on the airfield? Has this program been coordinated with the flight safety office?

3.4.3.4. Is a contract in place to ship hazardous waste to an approved storage location or back to the United States if necessary? Note: A Defense Reutilization Marketing Office (DRMO) activity is usually not available at overseas contingency locations.

3.5. Communications and Information.

3.5.1. Do the contracting officials (from RED HORSE and CRG units) have information regarding leasing of cellular services, cable TV services and installation, LMR support, etc.?

3.5.2. Field safes may not be suitable for unguarded storage of classified documents. Has the communications unit coordinated with the command post or other 24-hour operating units for storage of classified documents if they are not operating on a 24-hour basis?

3.5.3. Has services clearly identified what postal services will be provided (registry, money orders, etc.)? (DoD 4525.6-M and command instructions)

3.5.4. Does the communications unit have at least one staff member fully competent in each of the following areas: Receipt and dispatch of official and personal mail, messages, classified destruction, records management, central destruction facility procedures, and emergency evacuation assembly point?

3.5.5. Has the communications unit established procedures to receive personal mail at the servicing postal facility and coordinated with appropriate MAJCOM postal activity to determine personal mail policy if overseas?

3.5.6. Contact deployment area MAJCOM or Military Postal Service Agency (MPSA) for use of a Mail Address Only (MAO) or Military Post Office (MPO) number within three days.

3.5.7. If not deployed near an established MPO, contact deployment area MAJCOM or MPSA to have MPO number established within three days.

3.5.8. By the third day, the communications unit should be working closely with local MPO personnel to facilitate processing of mail in and out of the deployed area. MPO should notify deployed personnel of any unusual mail problems (e.g., graphic band, mail embargo, shipment problems, security problems, etc.). MPO should be receiving this information from MPSA or area MAJCOM.

3.5.9. Has the communications unit provided the servicing MPO copies of DD Form 285, Appointment of Military Postal Clerk, Unit Mail Clerk or Mail Orderly, allowing BITC personnel to pick up official, accountable, and personal mail?

- 3.5.10. Has a concise schedule been set up for dispatching and receiving mail?
- 3.5.11. Has the communications unit appointed unit mail clerks by letter to act as the focal point between Official Mail Center (OMC) and units?
- 3.5.12. Is initial fixed credit amount adequate based on population of deployed forces and frequency of replenishment? Consider if replenishment will be via AMC airlift or other means.
- 3.5.13. Have any problems with local customs authorities been identified and rectified?
- 3.5.14. Have postal security measures been briefed to leadership (sealed pouches, escorts, etc.)?
- 3.5.15. Is the communications unit publishing mail bomb characteristics and procedures in the bulletin quarterly?
- 3.5.16. Has the communications unit checked with Security Forces to see if explosive detector dogs are available to screen the bags of mail?
- 3.5.17. Is the communications unit prepared to reproduce multiple copies of messages for staff distribution? Are IONSCAN machines available and used in postal facility?
- 3.5.18. If required, did the communications units establish a Technical Order (TO) distribution code account with Oklahoma City Air Logistics Center (ALC) through the Base Technical Order Distribution Office (TODO)?
- 3.5.19. Has the communications unit published procedures for emergency destruction of records?
- 3.5.20. Are deployed units using only authorized office symbols?
- 3.5.21. Has communication units published a deployed phone book?
- 3.5.22. Has the communication unit established procedures for communications status reporting through the respective AAFOR Communication Control Center, MAJCOM/AFFOR CCLC, 618th TACC Spectrum Management Office, 618 TACC/Mission Support Division (XOPM), and/or Joint Command and Control Center (JCCC). Are all records originated during the contingency forwarded to the Parent wing and maintained IAW AF Records Disposition Schedule located on the AFRIMs website upon termination of the deployment base?
- 3.5.23. Has the communications unit established a Communications Focal Point function?

3.6. Comptroller.

- 3.6.1. Has FM worked with the on-site commander to establish customer service hours?
- 3.6.2. Is the commander provided a weekly status of funds briefing? How often does the commander want a status of funds briefing?
- 3.6.3. How long will it take to get additional obligation authority? (DFAS DER 7010.1-R and AFPAM 65-110)
- 3.6.4. Has FM established a LDA and contacted the supporting embassy for back-up support? Have the embassy and bank been contacted to establish requirements for opening an account (i.e., letter of introduction from embassy, passport, etc.)? (AFPAM 65-110)

- 3.6.5. What will be the daily check cashing limit and foreign currency exchange limit be?
- 3.6.6. What is the commander's policy on partial payments? Who can approve the partial pay?
- 3.6.7. What is the agent's daily check cashing and cash withdrawal limit at the local bank?
- 3.6.8. How much notice does the bank need to obtain large sums of money?
- 3.6.9. Is there a list of the local bank's fees for providing certain services?
- 3.6.10. Has the agent, or anyone else on the deployment team who might stay past the day the unit redeployes to home station, obtained an entry stamp in their passport showing the day of arrival? This will eliminate many problems later.

3.7. Legal.

- 3.7.1. Has sufficient legal staffing been allocated to enable 24-hour support of operations?
- 3.7.2. Does JA brief all incoming personnel on ROE, host nation law, applicable SOFA, and general orders for the AOR?
- 3.7.3. Has JA established liaison with operations to ensure he or she is informed of all proposed changes to operations and ROE?
- 3.7.4. Has JA established liaison with contracting and finance officers to ensure compliance with contingency contracting, claims, and fiscal laws?
- 3.7.5. Has JA established liaison with civil engineering personnel to ensure compliance with US and host-nation environmental concerns?
- 3.7.6. Has JA established liaison with host-nation officials to ensure compliance with host-nation concerns?
- 3.7.7. Has JA established liaison with coalition partner nations to ensure compliance with US law concerning assistance to and from foreign militaries?

3.8. Logistics.

3.8.1. Maintenance.

- 3.8.1.1. Are all required test stations (including special test equipment and TMDE) and systems operational?
- 3.8.1.2. Is there a plan to handle contaminated aircraft (if applicable) to include parking location, decon equipment, personnel training?
- 3.8.1.3. Define specific parking locations for hot brake aircraft.
- 3.8.1.4. Determine what spots will be authorized to be used as power run spots.
- 3.8.1.5. Consider distance from supply kit to flight line and position as close as possible/practical.
- 3.8.1.6. Ensure airfield layout and proposed parking plan is briefed to all maintenance personnel.
- 3.8.1.7. Determine what anticipated severe weather conditions will be expected and how they will affect aircraft maintenance and mission support (e.g., deicing capability, snow

removal equipment for aircraft, mooring capability for aircraft (if applicable to MDS), etc.).

3.8.1.8. Is an operational MOC with 24/7 coverage established to provide vital status updates to higher headquarters?

3.8.1.9. Ensure GO81 hardware equipment is setup and connected and that communication is up and running.

3.8.1.9.1. Ensure deployed analysis personnel are validating proper aircraft status (flying hours, inventory, scheduling, and deviation information), and that discrepancy data is entered at the deployed location.

3.8.1.9.2. Ensure all GO81 updates/inputs continue to be made and do periodic data integrity checks to validate accuracy of inputs.

3.8.1.9.3. Evaluate whether more computers/printers are required for GO81 updates.

3.8.1.10. What are the environmental restrictions/requirements for the deployed area? Do maintenance personnel need to deploy with clean-up materials?

3.8.1.10.1. How will hazardous waste/materials be disposed of at the deployed site?

3.8.1.11. What kind of shelter exists for flight line maintenance personnel and equipment during severe weather conditions?

3.8.1.12. What equipment is available at the deployed location?

3.8.1.12.1. Are there tow vehicles available, high reaches, deicer trucks, cranes for engine changes, work platforms, forklifts for maintenance, etc.?

3.8.1.13. Ensure adequate protective storage for Spare Engines and other high dollar assets.

3.8.2. Contracting.

3.8.2.1. Is contract surveillance required and being performed as appropriate?

3.8.2.2. Are Technical Representatives to the Contracting Officer identified as appropriate?

3.8.2.3. Are payments being made in a timely manner and are vendors being cooperative? (OCR: FM)

3.8.2.4. Are prioritization and validation of contracting requirement processes working?

3.8.2.5. Are cardholders of the Government wide Purchase Card program reconciling monthly statements in a timely manner to avoid late payment penalties?

3.8.2.6. Are Blanket Purchase Agreements being put in place to satisfy recurring requirements?

3.8.2.7. What is the availability of Liquid Oxygen (LOX), Gaseous Oxygen (GOX), and Liquid Nitrogen (LN2)? What is the resupply capability?

3.8.3. Fuels.

3.8.3.1. Are fuel and cryogenics quantities and resupply adequate?

3.8.3.2. Are there sufficient fuels delivery systems to support operational tempo needs? Have the systems had a functional check?

3.8.3.3. Is fuel and cryogenics quality within acceptable limits per applicable regulations?

3.8.3.4. Are fuel support personnel adequate in quantity and in training? Have training records and skill levels been verified?

3.8.3.5. Are REPOLs being submitted as required?

3.8.3.6. Determine refuel/defuel capacity and capability to support anticipated aircraft flow.

3.8.4. Logistics Plans.

3.8.4.1. Have all support agencies been contacted? Have support requirements and shortfalls been identified and reported?

3.8.4.2. Has the commander identified the logistics plans function as the principal logistics integrator to manage the logistics functions to meet current and projected requirements?

3.8.4.3. Are all required logistics data reports being submitted to ensure logistics issues and shortfalls are properly identified and reported (e.g., Logistics Status Report (LOGSTAT), Situation Report (SITREP), etc.)?

3.8.4.4. Has a standard management tool or system been implemented to track and coordinate the status, availability, and movement of resources?

3.8.5. Munitions.

3.8.5.1. Is deployed munitions support adequate?

3.8.5.2. Are all required equipment and personnel in place?

3.8.6. Supply.

3.8.6.1. Is the resupply airlift concept being followed?

3.8.6.2. Is MICAP support adequate?

3.8.6.3. Is connectivity established with proper resupply authorities? (OCR: CS)

3.8.7. Transportation.

3.8.7.1. Are facilities (port, warehouse, outside storage, etc.) adequate? (OCR: A7)

3.8.7.2. Is there a system to track cargo inbound, on station, and outbound. (OPR: A3)

3.8.7.3. Is vehicle support adequate?

3.8.7.4. Are all required equipment and personnel in place? If not, have shortages been identified and reported?

3.8.7.5. Are existing channel schedules and routes meeting requirements?

3.9. Medical.

- 3.9.1. Are all squadron commanders, first sergeants, and supervisors stressing health and safety awareness to their personnel? Are these issues emphasized in unit safety briefings, bulletin board postings, and by personal example?
- 3.9.2. Has SG developed a disaster response plan?
- 3.9.3. Are there adequate communication lines for medical communication and low bandwidth telemedicine? (OCR: A6)
- 3.9.4. Have facility sanitation evaluations been initiated?
- 3.9.5. Are Self-Aid and Buddy Care (SABC) materials available at each work site and tent city?
- 3.9.6. Have shop surveys been initiated?
- 3.9.7. Have significant event and theater medical surveillance reporting procedures been implemented?
- 3.9.8. Have drinking water samplings been initiated?
- 3.9.9. Has temperature measurement been initiated to determine heat (via wet bulb) or cold index to assist with work and rest cycles?

3.10. Personnel

- 3.10.1. Has the PERSCO Team Chief briefed the deployed commander on PERSCO team's primary responsibilities of accountability and casualty reporting?
 - 3.10.1.1. Did the briefing request deployed commander's support in ensuring support agencies comply with responsive accountability procedures?
 - 3.10.1.2. Did the briefing include services PERSCO can provide to include report generation capabilities?
 - 3.10.1.3. Were the commander's support requirements determined? (AFI 36-3802).
- 3.10.2. Is PERSCO continuing to track all arrivals and departures? PERSCO Team will maintain personnel accountability by tracking and updating personnel duty status changes in timely manner. (AFI 36-3802)
- 3.10.3. Has filler and replacement request been identified and forwarded, as appropriate? PERSCO will notify the AEF Center, MAJCOMs, and Military Personnel Flights (MPF) by immediate message on all unfilled requirements. (AFI 36-3802)
- 3.10.4. Is A1 prepared for casualty reporting? PERSCO will establish procedures with commanders, first sergeants, and medical personnel to ensure the duty status of all personnel is accounted for at all times. (AFI 36-3802 and AFI 36-3002)
- 3.10.5. Is a manual back-up file of all deployed personnel maintained? (AFI-215)

3.11. Public Affairs.

- 3.11.1. Is PA scheduled to re-brief deployment themes and messages at first commander's call?

- 3.11.2. Is PA prepared to conduct media opportunity for arrival of forces?
- 3.11.3. Is PA prepared to support media arriving via Air Force aircraft?
- 3.11.4. Is PA prepared to support media arriving via other modes of transportation?

3.12. Safety.

3.12.1. Has a deployed safety organization been implemented including Flight, Ground, and Explosive safety sections?

3.12.1.1. Flight Safety.

3.12.1.1.1. Has a risk assessment according to AFI 91-213 been conducted for the arrival and bed-down phases?

3.12.1.1.2. Has a parking plan been generated and coordinated?

3.12.1.1.3. Does crash and fire responses exist on site? Set up aircraft familiarization and crew extraction training, if necessary.

3.12.1.1.4. Is there a local flying area map available for review? (AFI 91-202)

3.12.1.1.5. Is there information on alternate landing airfields available for review?

3.12.1.1.6. Are all potential BASH and FOD problem areas highlighted for aircrews to review? Share this information with A7, mission planners, aircrews, and 618th TACC for future arrivals. (AFI 91-202)

3.12.1.2. Ground Safety.

3.12.1.2.1. Have safe workplaces been provided? (AFI 91-202)

3.12.1.2.2. Have written internal mishap reporting procedures been established? (AFI 91-202)

3.12.1.2.3. Has a Job Safety Analysis (JSA) and Operational Hazard Analysis (OHA) been conducted to ensure worker, equipment, and work environment compatibility? (AFI 91-202)

3.12.1.2.4. Have areas and operations that require PPE or other special precautions been identified and posted as necessary? (AFI 91-301)

3.12.1.3. Explosive Safety.

3.12.1.3.1. Have all deployed units appointed a Weapons Safety Representative? (AFI 91-202)

3.12.1.3.2. Has the location of the nearest EOD disposal range been identified (AFI 91-202)

3.12.1.3.3. Have local written procedures for all phases of munitions operations been developed? (AFI 91-202)

3.12.1.3.4. Have hung ordnance procedures been developed? (AFI 91-202)

3.13. Security Forces.

3.13.1. Has A7S ensured site security and force protection? Review SF and OSI security assessments. Inspect Air Base Defense (ABD) positions, Entry Control Points (ECP), all posts and patrols, and SF communications capabilities. Ensure the Base Defense Operations Center (BDOC) is activated and has required maps, communications, and operating procedures.

3.13.2. The FPWG should develop written force protection plans. (DoD O-2000.12-H, Chapter 12; Joint Pub 3-07.2; and AFI 31-210, para 3.5)

3.13.3. The FPWG should develop a 24-hour personnel accountability system for each Force Protection Condition (FPCON), as well as emergency recall, reporting, shelter, and assembly procedures.

3.13.4. Has the FPWG reviewed and recommended local area travel and pass policies?

3.13.5. Are safe havens identified in the off-base environment? (DoD O-2000.12H)

3.13.6. Are all personnel aware of host nation ROE for base and personnel security measures?

3.13.7. Alarm conditions and FPCON notification procedures should be established and publicized.

3.14. Services

3.14.1. References: AFI 10-214 and WMP, Vol, Annex GG.

3.14.2. Does Services have a plan to lodge deployed forces to include a registration system, locator system, and map of the cantonment area with tent numbers? (OCR: A7, PERSCO)

3.14.3. Has Services established lodging policies and procedures (i.e., aircrews, females, officers, senior officers, senior NCOs, night shift) and developed a plan for expansion of lodging services?

3.14.4. Does Services have a feeding concept to include layout of dining/kitchen/support tents and meal schedules?

3.14.5. Does Services know the status of food service, lodging, mortuary, recreation, and AAFES facilities?

3.14.6. Does Services have an operational date for mortuary operations?

3.14.7. Does Services have an operational date for laundry operations?

3.14.8. Does Services have an operational date for the Tactical Field Exchange?

3.14.9. Does Services have an operational date for fitness and recreation activities? Personnel will be required to do self-directed activities for the first 30 days or until fitness and recreation activities are established.

3.14.10. Are hours of operation for laundry, exchange, dining, and fitness and recreation activities posted at each facility and publicized through camp sign boards, flyers, newsletters, etc.?

3.14.11. Do hours of operation in fitness and recreation activities meet the needs of deployed personnel? Recreation activities should be set at a minimum of 18 hours per day with areas for self-directed activities available 24 hours per day.

3.14.12. Have adequate facilities been identified for fitness and recreation activities? Minimum of one facility for recreation activities and one for fitness activities. (OCR: A7)

Chapter 4

SUSTAINMENT

4.1. Commander (CC)

- 4.1.1. Has the chain of command changed (OPCON, TACON, ADCON)?
- 4.1.2. Has the CC planned wing or base exercises to test major accident response, airfield attack response procedures, and chemical warfare defense procedures? Deployed personnel come from various bases with differing procedures, and conditions on the deployed site differ from home base. Exercises will ensure the deployed wing can react and respond effectively to actual emergency situations.
- 4.1.3. Are continual improvements being made to facilities based on anticipated length of deployment? Consider plywood floors, doors, and shelving in high-use tent facilities, asphalt sidewalks and roads, CE self-help workshop for tent residents to build simple furniture, hardening of critical facilities, utilities, and equipment.
- 4.1.4. Has the CC considered a game plan and coordinated with Personnel and AMC planners for rotating personnel?
- 4.1.5. By the 120-day point, has the CC begun implementing commercial alternatives for sustainment of deployed assets such as vehicles, facilities, air conditioning systems, power generating equipment, etc.?
- 4.1.6. Are adequate inter-service support agreements developed to support sustained operations?
- 4.1.7. Has capability to render support to friendly forces been appraised and communicated to these forces?
- 4.1.8. Has the CC considered undertaking civic action projects to assist host nation? This is good training and experience for civil engineers and others and also builds goodwill and strengthens alliance with host country.
- 4.1.9. Have contingency plans for wartime operations been developed? Does the plan reflect more limited levels of service and augmentation where appropriate?
- 4.1.10. Have the effects of hostilities on personnel (nerves, sleep interruption, fear) been anticipated? Senior leaders need to reassure, encourage, and keep personnel focused. Personnel should be kept informed on intelligence outlook and results of combat operations.
- 4.1.11. Has the CC developed plans for selectively arming support and maintenance personnel for protection of critical assets? (OPR: A7S)
- 4.1.12. Are responsibilities and procedures established in the event of noncombatant evacuations?
- 4.1.13. Have plans been developed for forward movement in theater, dispersal in theater, evacuation from the theater, and redeployment to home station?
- 4.1.14. Is the TPFDD being developed for redeployment?

4.2. Airfield Operations.

- 4.2.1. If deployment flying operations are scheduled for more than 120 days in duration using deployable ATCALS, is transition to fixed facilities being planned? (OCRs: A6, A7)
- 4.2.2. Are there adequate numbers of qualified personnel? Has Air Traffic Control, Weather, Combat Crew Communications, and Airfield Management personnel rotation plans been established to ensure adequate overlap for training and certification should operations at the deployed location be scheduled to continue?
- 4.2.3. Is a plan in place to remove rubber deposits and paint buildup on runways and maintain airfield markings? (OCR: A7)
- 4.2.4. Has an Airfield Operations Instruction been written, coordinated, and published?
- 4.2.5. The Airfield Operations Board (AOB) should meet and publish minutes as established in the Airfield Operations Instruction.
- 4.2.6. Conduct and document daily inspections of the airfield, aircraft arresting systems, and airfield lighting. (OCR: A7)
- 4.2.7. Has an adequate aircrew flight planning section been established and properly equipped?
- 4.2.8. Has a comprehensive flight-line driver's familiarization program been implemented?
- 4.2.9. Are procedures established to control vehicle operations on the airfield?
- 4.2.10. Are annual reviews of airfield and airspace waivers criteria conducted? (OCRs: SE, A7)
- 4.2.11. Are operating procedures waivers required other than those which are approved and are reviewed annually?
- 4.2.12. Are plans in-place to use Theatre Direct Delivery to replace TMDE from home station when calibration certifications expire during deployment?

4.3. Chaplain.

- 4.3.1. Are regular status reports to higher headquarters being provided through appropriate channels? (AFMAN 52-103)
- 4.3.2. Are critical issues and needs identified and reported through appropriate channels? (AFMAN 52-103)
- 4.3.3. If deployed to a permanent party base with assigned Chaplain Corps personnel, is there regular interface to maintain effective ministry?
- 4.3.4. Are plans and resources updated in accordance with mission adjustments?
- 4.3.5. Have Chaplain Corps personnel developed stress management plans for all deployed personnel to promote emotional stability? (AFM 52-103)

4.4. Civil Engineering.

- 4.4.1. Site Planning.
 - 4.4.1.1. Are quality of life improvements being made?

4.4.1.2. Has a loop system design been implemented for power and water distribution to decrease downtime?

4.4.1.3. If required, are permanent pavement repairs being made?

4.4.1.4. Are recovery plans/training programs being established? Have shops implemented preventive maintenance schedules?

4.4.1.5. Has a source been established for spare parts (pumps, motors, generators, aircraft arresting systems, etc.)? Note: Aircraft arresting system spare parts are identified in AFMAN 23-110, Vol 2.

4.4.1.6. If a contractor is taking over all or part of CE base operating support, has a turnover plan been created that includes record drawings, maintenance records, recurring work schedules, facility and equipment walk-through, system training, etc.?

4.4.1.7. Is facility planning and force protection being addressed?

4.4.1.8. Is facility planning being carried out concurrently with operational planning?

4.4.1.9. Has a facility risk management plan been developed to prioritize requirements versus operational risk?

4.4.1.10. An Integrated Priority List (IPL) should be established that prioritizes individual construction projects by an immediate, near, and long-term timeline for construction. The IPL should be updated monthly.

4.4.1.11. Are all existing and proposed facilities functionally located on a base comprehensive plan? (AFI 32-7062)

4.4.1.12. Is A7 following proper procedures (funding avenues and project approvals) for project accomplishment (e.g., Host Nation, Exercise Related Construction (ERC), O&M, Emergency MILCON, Contingency MILCON, P-341, etc.)? (AFI 32-1021 and AFI 32-1032)

4.4.1.13. Are Blanket Purchase Agreements (BPA) and Indefinite Delivery/Indefinite Quantity (IDIQ) contracts set up to purchase or provide materials, equipment, services, etc.?

4.4.2. Emergency Services.

4.4.2.1. Are improvements being made to CCD/hardening measures, utility systems, facilities, etc?

4.4.2.2. What additions and improvements to security are needed?

4.4.3. Environmental.

4.4.3.1. What are the environmental concerns and will a restoration plan be required? (AFI 32-7045)

4.4.3.2. Are hazardous wastes being monitored and collected properly?

4.4.4. Is the EIAP being adhered to? (AFI 32-7045)

4.4.4.1. Are plans in-place to use Theatre Direct Delivery to replace TMDE from home station when calibration certifications expire during deployment?

4.5. Communications and Information.

4.5.1. Has the communications unit ensured that all required publications and forms are available on the Air Force e-Publishing web site and that deployed units have capability and access to the system?

4.5.1.1. Does the communications unit have a contingency backup plan to provide publications to deployed units if the Air Force e-Publishing web site is down or not accessible?

4.5.2. Do all facilities maintain continuity records, especially in the areas of cable distribution?

4.5.3. If allowed by the commander, prior to the end of the employment phase, has the communications unit considered packing as much as possible and tearing down and packing the camouflage?

4.5.4. Has the communications unit established procedures for performing scheduled Preventive Maintenance Inspections?

4.5.5. Is the communications unit coordinating with customers, 618th TACC Spectrum Management Office, and/or SYSCON/JCCC for scheduled outages?

4.5.6. Have AMC and commercial airlift supply missions been identified for mail receipt and dispatch and are they approved USPS segments?

4.5.7. Is replenishment of postage stock being submitted via HQ AMC?

4.5.8. Have additional needed equipment/supplies been ordered?

4.5.9. Has deployed postmaster provided the communications unit with a draft timeline for reduction in postal forces to coincide with redeployment of troops?

4.5.10. Have COMSEC resupply procedures been established?

4.5.11. Has a method for system status reporting been established?

4.5.12. Has postal completed coordination with A7for providing fuel for generators?

4.5.13. Are plans in-place to use Theatre Direct Delivery to replace TMDE from home station when calibration certifications expire during deployment?

4.5.14. Has the communication unit established UTC/mobility software kits to provide a quick inventory and accountability of deployed software assets?

4.5.15. Has the communications unit established procedures for tracking and using UTC/mobility tools kits?

4.6. Comptroller.

4.6.1. Has FM ensured ready reserve of additional funds? (AFPAM 65-110)

4.6.2. Has FM coordinated with contracting to ensure vendors are being paid in a timely manner? (DoD 7000.14-R, Vol 5, and AFPAM 65-110)

4.6.3. Has FM coordinated with Contracting on the requirements for making cash payments? (e.g., minimum time required to obtain cash for large payments, who do they have available, etc.)?

- 4.6.4. Do vendors require payments at their location or will they come to the FM office?
- 4.6.5. How much notification does the local bank need to close the agent's account?
- 4.6.6. Can the local bank provide a draft in US currency drawn on a US institution?

4.7. Legal.

- 4.7.1. Are critical status reports being provided through appropriate channels?
- 4.7.2. Are critical needs and issues identified and reported through appropriate channels?
- 4.7.3. Have long term personnel needs based on developing missions been identified?

4.8. Logistics.

4.8.1. Maintenance.

- 4.8.1.1. Are plans in-place to use Theater Direct Delivery to replace TMDE from home station when calibration certifications expire during deployment?
- 4.8.1.2. Are resupply channels in place meeting the needs of the operation?
 - 4.8.1.2.1. What process is in place to get NMC MICAP parts in to theatre, including resupply?
- 4.8.1.3. Monitor anticipated severe weather conditions and anticipate how they will affect aircraft maintenance and mission support (e.g., de-icing capability, snow removal equipment for aircraft, etc.).
- 4.8.1.4. Evaluate long-term maintenance sustainment requirements to include T.O. accuracy/updates, aircraft inspections, seasonal requirements (de-icing, heaters, A/C units, etc).
- 4.8.1.5. Are all required test stations and systems operational?

4.8.2. Contracting.

- 4.8.2.1. Are requirements being consolidated to achieve economy of quantity buying?
- 4.8.2.2. Are requirements becoming better defined, with longer-term contract arrangements?
- 4.8.2.3. Have arrangements been established with other Services to share contracts?
- 4.8.2.4. Have procedures been established to acquire items not available locally?
- 4.8.2.5. Are payments being made in a timely manner and are vendors being cooperative? (OCR: FM)
- 4.8.2.6. Are all purchases and payments being accounted for?
- 4.8.2.7. Are cardholders of the Government wide Purchase Card program reconciling monthly statements in a timely manner to avoid late payment penalties?

4.8.3. Fuels.

- 4.8.3.1. Are fuel and cryogenic quantities and resupply adequate?
- 4.8.3.2. Are delivery systems operational/adequate?

4.8.3.3. Are REPOL reports issued as required?

4.8.3.4. Are petroleum accounting measures adequate?

4.8.3.5. Are spares support quantities adequate?

4.8.3.6. Are plans in-place to use Theatre Direct Delivery to replace TMDE from home station when calibration certifications expire during deployment?

4.8.4. Logistics Plans.

4.8.4.1. Has the deployed commander established a Redeployment Command and Control organization as described in AFI 10-403, Chapter 7, to ensure required redeployment planning is conducted?

4.8.4.2. Have all support agencies been contacted and requirements/shortfalls identified?

4.8.4.3. Have supporting agencies been responsive?

4.8.4.4. Is a JOPES cell available to track incoming requirements and to work redeployment?

4.8.4.5. Has a logistics plans activity been established to integrate combat support requirements to sustain combat operations?

4.8.4.6. Does this activity monitor and coordinate with higher headquarters elements to resolve equipment and personnel shortfalls and limiting factors (LIMFAC)?

4.8.4.7. Does this activity coordinate and expedite host nation support, to include equipment, facilities, personnel, and services through the appropriate channels to support operations?

4.8.4.8. Are agreements formulated as required to support increased or new operations?

4.8.4.9. Are required logistics reports (e.g., LOGSTAT, Status of Resources (SORTS), etc.) being accomplished with appropriate logistics issues addressed? Are other reports (e.g., Inventory Management Plan (IMP), etc.) prepared by the appropriate functional area and reviewed by the logistics plans function?

4.8.5. Munitions.

4.8.5.1. Is munitions support adequate?

4.8.5.2. Is the expenditure rate exceeding planning projections?

4.8.5.3. Is munitions resupply meeting requirements?

4.8.5.4. Are plans in-place to use Theatre Direct Delivery to replace TMDE from home station when calibration certifications expire during deployment?

4.8.6. Supply.

4.8.6.1. Is resupply airlift adequate and reliable? (OCRs: A4T, A4X)

4.8.6.2. Is MICAP support adequate?

4.8.6.3. Are "Due In from Maintenance" (DIFM) control procedures working?

4.8.6.4. Are equipment accountability procedures working?

4.8.6.5. Is MRSP kit management being properly accomplished?

4.8.6.6. Is the Supply CONOPS adequate?

4.8.6.7. Are all HARVEST FALCON assets accounted for and being properly managed?

4.8.7. Transportation.

4.8.7.1. Is cargo tracking capability continuing?

4.8.7.2. Is vehicle reliability adequate?

4.8.7.3. Is the frequency of channel flights meeting resupply requirements?

4.8.7.4. Are Blanket Purchase Agreements (BPA) set up to purchase supplies and parts for vehicle operations, vehicle maintenance, airfreight, and surface freight from local vendors?

4.8.7.5. Are supply channels meeting Transportation parts and supplies requirements?

4.9. Manpower and Organization.

4.9.1. At the deployed site, the MO office will assist the field commanders in manpower and organization actions, maintain force accountability, process requirements changes to the appropriate Air Component for approval, and report the status of requirements so that they are included in SITREPs.

4.9.1.1. If the DRMD UTC requirements need to be adjusted, proposed changes coordinated with the appropriate Component Manpower and Organization staff and MAJCOM FAM? The A1M staff will work with FAMs to resolve disconnects.

4.10. Medical.

4.10.1. Are all squadron commanders, first sergeants, and supervisors stressing health and safety awareness to their personnel?

4.10.2. Is SG receiving significant medical event reports?

4.10.3. Do all newcomers receive a medical threat briefing? (OCR: A1)

4.10.4. Are Commanders given regular feedback on any DNBI or preventable illnesses/injuries?

4.10.5. Are plans in-place to use Theatre Direct Delivery to replace TMDE from home station when calibration certifications expire during deployment?

4.10.6. Are Medical personnel/Unit CCs notifying PERSCO of duty status changes?

4.11. Personnel

4.11.1. Has a follow-on PERSCO sustainment team been requested, if necessary?

4.11.2. Is PERSCO continuing to track all arrivals and departures? PERSCO teams must maintain personnel accountability by tracking and updating all personnel duty status changes in timely manner. (AFI 36-3802)

4.11.2.1. Have AF Forms 245 and at least one copy of TDY orders been collected from each person (military and civilian) reporting to his or her location?

4.11.2.2. Has all data been entered into DCAVES?

4.11.3. Are all deployment processing errors identified and reported to higher headquarters? PERSCO team will report incomplete Contingency Exercise Deployment (CED) orders, such as missing ULN, incomplete SSAN, and mandatory reporting instructions affecting pay and travel entitlements, missing and incomplete Personnel Accountability Kits (PAK), missing items such as the AF Form 245 and any failures to submit reports directed by higher headquarters. (AFI 36-3802)

4.11.4. Is PERSCO prepared for casualty reporting? PERSCO will coordinate with medical personnel and commanders to determine when casualties or deployed personnel are medically evacuated from location and report it through appropriate channels. (AFI 36-3802 and AFI 36-3002)

4.11.5. Have emergency leave procedures been established to ensure movement of members to the emergency location from deployed location? PERSCO will work with commanders, first sergeants, and Red Cross to ensure members are returned promptly. (AFI 36-3003)

4.11.6. Is PERSCO providing promotion lists, professional military education (PME)/Schools lists, and officer performance report/enlisted performance report/decoration support when available?

4.11.7. Have deployed supervisors been notified of their responsibility to verify training records so that skill upgrades can occur on schedule in the theater?

4.11.8. Is PERSCO notifying supervisors of possible LOEs for those supervised for at least 60 days?

4.11.9. Are messages being completed/sent as required by AFI 36-3802, to include daily duty status change messages?

4.11.10. Are procedures in place (coordinate with IPRs, MAJCOMs, and forward deployment location) to process personnel rotations, if applicable?

4.11.11. Have the extra DCAVES fields been utilized to help track useful, significant/special interest information (e.g., blood type, bldg/room number, cot number, religious preference, birth dates, work shifts, etc.)?

4.12. Public Affairs.

4.12.1. Is PA conducting an internal information program to enhance morale and readiness?

4.12.2. Is PA conducting media relations programs to publicize the mission, units, people and their accomplishments to the American people?

4.12.3. Is PA making arrangements for newspapers, periodicals, Stars and Stripes, etc., to be delivered? (OCRs: A7, A6)

4.12.4. Has PA gained access to the internet to enhance the internal information program through use of Air Force web pages?

4.12.5. Has PA started a Hometown News Release program?

4.13. Safety.

4.13.1. Weapons

4.13.1.1. Are explosive mishap reports being submitted? (AFI 91-204)

4.13.1.2. Are spot inspections of all explosive facilities and areas being conducted? (AFI 91-202)

4.13.1.3. Is explosive safety training being conducted? (AFMAN 91-201)

4.13.2. Flight

4.13.2.1. Has a risk assessment according to AFI 90-901 been conducted prior to beginning flying operations?

4.13.2.2. Are ongoing risk assessments according to AFI 90-901 being conducted in response to mission and personnel changes?

4.13.2.3. Are spot inspections being conducted? (AFI 91-202)

4.13.2.4. Are safety briefings conducted periodically? (AFI 91-202)

4.13.2.5. Are FOD inspections being conducted? (AFI 91-202)

4.13.3. Ground.

4.13.3.1. Have all appropriate hazard abatement actions needed to resolve identified hazards been implemented and follow-up accomplished until all abatement actions are complete? (AFI 91-202)

4.13.3.2. Have procedures been established to conduct periodic self-inspections for hazards or deficiencies? (AFI 91-301)

4.13.3.3. Have all individuals received necessary job safety training ? (AFI 91-202)

4.14. Security Forces.

4.14.1. Are FPCON measures sustainable as required by the specified level? (DoD O-2000.12-H, Appendix BB)

4.14.1.1. Normal: A general threat of terrorist activity exists but warrants only a routine security posture.

4.14.1.2. Alpha: Applies to a general warning of possible terrorist activity.

4.14.1.3. Bravo: A warning of an increased and more predictable threat of terrorist activity--no particular target is identified. This FPCON level can be maintained for weeks without causing undue hardship or affecting operational capability.

4.14.1.4. Charlie: Applies when an incident occurs or when intelligence is received indicating that some terrorist action is imminent. Maintaining this FPCON level for more than short periods (14 days) will create hardship and affect the peacetime activities of the unit and personnel.

4.14.1.5. Delta: Applies in the immediate area when a terrorist attack has occurred or when intelligence has been received that terrorist action is likely. Maintaining this FPCON level for more than very short periods (72 hours) will create extreme hardship and the impact may affect unit operational readiness.

4.14.2. Have key personnel considered establishing a neighborhood watch type system to maintain heightened awareness level in and around living areas?

4.14.3. Are regular activities periodically adjusted to avoid predictable routines of any individual or groups of individuals (minimize human targeting)? (DoD O-2000.12-H)

4.14.4. Are intelligence and threat assessments continuously updated and is the TWG meeting regularly?

4.14.5. Do all personnel receive updated and periodic threat briefings?

4.14.6. Do deployed forces constantly adjust implementation of Random Antiterrorism Measures (RAM)? (AFI 31-210)

4.15. Services.

4.15.1. References: AFI 10-214 and WMP, Vol, Annex GG.

4.15.2. Are laundry operations meeting the needs of deployed personnel?

4.15.3. Are food service operations meeting the needs of deployed personnel? Has the need for additional food service (e.g., flight line) been identified?

4.15.4. Has Food Service coordinated with Public Health, Entomology, Fire Protection, and Safety for recurring inspections and training?

4.15.5. Is the Tactical Field Exchange meeting the needs of deployed personnel?

4.15.6. Are services available such as barbers, concessionaires, etc., if appropriate?

4.15.7. Does Services have a fitness and recreation plan capable of expansion?

4.15.8. Has a plan for directed activities such as intramural sports been implemented? This is accomplished between the 30 to 60-day mark when programs have been established.

4.15.9. Has additional fitness and recreation equipment been ordered?

4.15.10. Have additional fitness and recreation facilities been established based on number of deployed personnel?

4.15.11. Does Services provide tours?

4.15.12. Does Services have plans/procedures for mortuary affairs, search and recovery, and summary court officer responsibilities?

Chapter 5

REDEPLOYMENT

5.1. Commander (CC)

- 5.1.1. Has the redeployment order been reviewed?
- 5.1.2. What are the planned command relationships?
- 5.1.3. When or where does CHOP back to Air Mobility Command occur?
- 5.1.4. If deploying to a new location, have all pre-deployment actions been accomplished?
- 5.1.5. Has the CC met with the deployed management staff and functional chiefs to discuss and plan fade-out, redeployment, and recovery?
- 5.1.6. Have site draw down and closure plans been developed?
- 5.1.7. Have plans been developed to consolidate support services as base population decreases?
- 5.1.8. Has a detailed plan been developed to take down tent city, clean and close facilities, pack and palletize equipment, acquire airlift/transportation, and restore the site? Determine required sequence of actions and timing (usually helpful to initially state timing in D- and D+ days since actual redeployment date may not be known in advance).
- 5.1.9. Start at least 30 days in advance to schedule return airlift. Coordinate with OG/CC or A4X to acquire airlift through the 618th/TACC. The CC needs to monitor this process carefully and to continually re-verify the airlift schedule.
- 5.1.10. What type of aircraft will be used?
- 5.1.11. Are all administrative documents in order (orders, passports, manifests, hazardous cargo, etc.)?
- 5.1.12. Are all equipment and supplies accounted for and have they been properly prepared for shipping?
- 5.1.13. Does the CC have good records of what is packed up and what is staying?
- 5.1.14. Is equipment turn-in scheduled?
- 5.1.15. Does the CC have accountability of all personnel, particularly those on leave?
- 5.1.16. Has a redeployment schedule been developed for personnel? Ensure adequate personnel are scheduled to remain to provide essential support and to close down operations.
- 5.1.17. Ensure basic necessities remain for in-place forces (e.g., MREs and water, personal sanitation facilities, and lodging).
- 5.1.18. Is a mission debrief scheduled?
- 5.1.19. Has the CC created and updated a continuity book (may be a computer file) and passed it on to the next CC?

- 5.1.20. Does the CC have documentation of what is placed into the channel air system (get a TCN number)?
- 5.1.21. Has the CC kept copies of all Memorandums for Record (MFR) of phone conversations, message traffic, or documentation of any equipment diverted elsewhere in theater?
- 5.1.22. Does the CC have a plan for records that must be retained and relocated? (AFI 37-138)
- 5.1.23. Have personnel been given a safety briefing prior to teardown of their equipment?
- 5.1.24. Did the CC conduct a final review of the area?
- 5.1.25. Are customs forms completed prior to arrival or in flight?
- 5.1.26. Has the CC developed an equipment and war readiness spares kit (WRSK) reconstitution plan, including thoroughly cleaning and checking out equipment, determining damage or required replacement items, and putting these on order so it is ready for the next deployment within a month of returning?
- 5.1.27. Did the CC debrief the wing commander on the operation within 1 week of return to home station?
- 5.1.28. Complete an after-action report and submit it to the AMC Lessons Learned System within 30 days of return.
- 5.1.29. For AEF deployments, "After Action Reports" are required, in accordance with AFI 10-400, to be submitted to the AEF Center NLT 45 days of return to home base. Units are urged to submit lessons learned throughout the deployment process. For specific instructions refer to the AEF web site at (<https://aefcenter.acc.af.mil>).

5.2. Airfield Operations.

- 5.2.1. Have arrangements been made to return all deployed ATCALS and tactical weather equipment to their owning units?
- 5.2.2. Have interim TERPS procedures been removed?
- 5.2.3. Have arrangements been made to return all deployed COMSEC material and equipment, including security containers to their owning units?
- 5.2.4. Are plans in-place to replace TMDE before calibration certifications expire?

5.3. Chaplain.

- 5.3.1. Are briefings and handouts provided to facilitate the spouse/family reunion process?
- 5.3.2. Have provisions been made to brief replacement forces?
- 5.3.3. Has an appropriate schedule been developed for redeploying Chaplain Corps personnel?

5.4. Civil Engineering.

- 5.4.1. Site Planning.

5.4.1.1. Are deployed equipment assets prepared for redeployment? **GUIDELINE:** Equipment should be inventoried against equipment supply listing, cleaned, and packaged for redeployment.

5.4.1.2. Has a redeployment and teardown plan been established and approved? Have service contracts and leases been terminated?

5.4.1.3. Does plan ensure that utilities are sustained as long as possible?

5.4.1.4. Have assets been identified and recorded for on-site storage? When will these be secured and who will be the caretaker?

5.4.1.5. Has a timeline been established with a logical order of personnel departure based on specialty?

5.4.1.6. Has site been returned to preexisting or pre-agreed status or is plan in place and being executed to return site to such status?

5.4.2. Emergency Services.

5.4.2.1. Are sufficient couriers identified for shipment of explosives and classified munitions and are hazardous cargo forms prepared? (AFJMAN 24-204)

5.4.2.2. Has an EOD amnesty program been established? **GUIDELINE:** One week prior to departure, designate a location managed by EOD personnel for the turn in of unauthorized explosive devices.

5.4.3. Environmental.

5.4.3.1. Have environmental concerns been met (expect an increase in last minute hazardous waste)? (AFI 32-7045)

5.4.3.2. Do the terms of resolution ending the deployment require the deployment area and facilities to be returned to original condition upon termination of deployment?

5.4.3.3. Are plans in-place to replace TMDE before calibration certifications expire?

5.5. Communications and Information.

5.5.1. During the discussion of fade-out, did communications unit stress that systems control will control, and the 618th TACC or Systems Control and Communications Focal Point (SYSCON/CFP), will manage the deactivation?

5.5.2. Has an inventory of returned and staged equipment been conducted and a courtesy copy provided to A6O, 618th TACC Spectrum Management Office, and 618 TACC/Mission Support Division (XOPM)?

5.5.3. Has a securable container or facility been clearly identified on the outside as postal property?

5.5.4. Have plans for the turn in of a fixed credit account been coordinated through the AOR postal finance officer?

5.5.5. Have all accountable records been packed, clearly marked, and shipped to a postal finance officer for staging purposes?

5.5.6. Have priorities been established for circuit fade-out?

5.5.7. Are plans in-place to replace TMDE before calibration certifications expire?

5.5.8. Have all Knowledge Operators forwarded an AF Form 209, Communication and Information After Action Report, to their MAJCOM Functional Manager via their home-base functional manager?

5.6. Comptroller.

5.6.1. Has FM paid all vendors before departure? (AFPAM 65-110)

5.6.2. What is the plan for foreign currency turn in? (AFPAM 65-110)

5.6.3. Has FM completed all transactions with the local bank (to include closing the account)? (AFPAM 65-110)

5.6.4. What are the security considerations for transporting funds to home station? (OCR: SF) (AFI 31-101)

5.6.5. Has FM reconciled all funding documents and knows how much has been spent for this operation? (DFAS DE 7010.1-R and AFPAM 65-110)

5.6.6. Has FM coordinated with the embassy and provided a Military Interdepartmental Purchase Request (MIPR) to pay any residuals after departure?

5.6.7. If an agent is required to stay and make payments after the redeployment of the main body to the home station, have travel arrangements been made?

5.6.8. How much notice does the local bank need to convert local currency and US currency to a dollar draft or can the bank electronically transfer funds back to home station?

5.7. Legal.

5.7.1. Have JA personnel forwarded lessons learned reports to HQ AMC/JA? Has HQ AMC/JA supplied a copy of the report to HQ USAF/JAI?

5.7.2. Have provisions been made to provide continuity to any replacement personnel?

5.8. Logistics.

5.8.1. Maintenance.

5.8.1.1. Is all pre-positioned AGE being returned to storage in operational condition?

5.8.1.2. Are plans in-place to replace TMDE before calibration certifications expire?

5.8.1.3. Ensure all necessary documents are turned in, validated, and reconciled with squadron debriefing section upon redeployment.

5.8.1.4. Ensure hazardous materials on return manifests are properly prepared for shipment, including paperwork.

5.8.2. Contracting.

5.8.2.1. Will all closeout actions be accomplished in a timely manner?

5.8.2.2. Have all purchases/payments been accounted for?

5.8.2.3. Are cardholders of the Government wide Purchase Card program reconciling monthly statements in a timely manner to avoid late payment penalties?

5.8.2.4. Has a redeployment plan been established to dispose of excess property and clean up the deployed site, if necessary?

5.8.2.5. Pack GO81 connectivity hardware and equipment and prepare for redeployment. Validate capability at next site if relocating to another location other than home station.

5.8.3. Fuels.

5.8.3.1. Is refueling support available for final airlift aircraft?

5.8.3.2. Are fuel trucks ready to be returned to storage?

5.8.3.3. Are petroleum stocks at zero or accountability transferred to local authorities or HQ Defense Logistics Agency (DLA)?

5.8.3.4. Are petroleum equipment assets returned to storage or DRMO?

5.8.3.5. Are plans in place to replace TMDE before calibration certifications expire?

5.8.4. Logistics Plans.

5.8.4.1. Is there a sufficient number of trained personnel available to operate the deployment machine for redeployment?

5.8.4.2. Is return airlift sufficient and timely? (OCR: A4T)

5.8.4.3. Have arrangements been made for return Customs support?

5.8.4.4. Is an En Route Support Team required at staging bases? (OCR: A3)

5.8.4.5. Is an outgoing CRG required at the deployed location? (OPR: A3, OCR: A4T)

5.8.4.6. Are qualified people being retained to process all hazardous materials during redeployment phase (engines, hazardous materials, etc.)? (OCR A4S, A4M)

5.8.4.7. Is a JOPES cell inputting data into the TPFDD?

5.8.4.8. Is the Redeployment Assistance Team the overall coordinator for accomplishing all actions required to complete the return of forces to home station/another location?

5.8.4.9. Has a redeployment CONOPS been developed and reviewed by the deployed wing leadership? Ensure this CONOPS establishes a redeployment organization that establishes a C2 redeployment planning cell, unit work centers, a cargo redeployment function, and a personnel redeployment function.

5.8.4.10. Has redeployment notification and tasking been reviewed by the deployed wing leadership?

5.8.4.11. Are redeployment transportation requirements identified and continuously monitored to ensure the transportation is adequate to support the entire redeployment effort?

5.8.4.12. Have all facilities and other requirements to include host nation support been assessed and identified?

5.8.4.13. Has the airflow schedule been received and has the schedule of events been developed and disseminated?

5.8.4.14. Has all redeployment or departure reporting been accomplished as required?

5.8.4.15. Has higher headquarters been notified of redeployment status? Has home station been notified of pending return forces, allowing for home station planning of force reception?

5.8.4.16. If at an overseas location where the base is closing, do foreign border crossing clearances exist? If War Reserve Material needs to cross a border, then U.S. Embassy coordination may be required.

5.8.4.17. Establish a redeployment organization that includes a Contingency C2 Planning Team/Cell, Cargo Redeployment Function (CRF), Passenger Redeployment Function, and Unit Redeployment Work Centers, as described in AFI 10-403, Chapter 7.

5.8.5. Munitions.

5.8.5.1. Will any munitions or equipment remain in place as pre-positioned?

5.8.5.2. Are plans in-place to replace TMDE before calibration certifications expire?

5.8.6. Supply.

5.8.6.1. What reconstitution measures are needed (HARVEST FALCON/EAGLE assets)?

5.8.6.2. Is accountability being emphasized for the turn in of government assets?

5.8.6.3. Have all MRSP kits been inventoried and all outstanding transactions processed?

5.8.6.4. Have all outstanding DIFM details been cleared?

5.8.7. Transportation.

5.8.7.1. Has a plan been devised for efficient vehicle turn in and accountability?

5.8.7.2. Will the ability to track AMC airlift remain in place until the last moment?

5.9. Medical.

5.9.1. Are all squadron commanders, first sergeants, and supervisors stressing health and safety awareness to their personnel?

5.9.2. Does SG have enough medics to handle emergencies through the end of the deployment?

5.9.3. Immediately following redeployment, have personnel had a medical review to ensure all medical post-deployment requirements are initiated before the individuals are authorized to take leave?

5.9.4. Are appropriate post-deployment medical surveillance activities being accomplished (questionnaires, briefings, serum sampling, TB testing, continuing malaria chemo prophylaxis, etc.)?

5.9.5. Have medical post-deployment medical screening requirements been met, according to DoDI 6490.3?

5.9.6. Are personnel and equipment processed for redeployment?

5.9.7. Have cargo and weapons couriers been assigned, if required?

5.9.8. Are plans in-place to replace medical equipment before calibration certifications expire?

5.10. Personnel

5.10.1. Has the PERSCO Team Chief coordinated with Communications to ensure they do not disconnect required communications medium until PERSCO team redeploy?

5.10.2. Have procedures been established to ensure agencies at deployed location are aware of personnel departing and, if necessary, that personnel redeploying clear through required agencies before final departure (e.g., Lodging, Communications, Transportation, Recreation Center, etc.)?

5.10.3. Has PERSCO ensured individuals are returned to home station upon expiration of their TDY or deletion of their position on the ERMD? (AFI 36-3802)

5.10.4. Are projected departures for personnel deploying to other locations in the AOR supported by a different PERSCO team or MPF? (AFI 36-3802)

5.10.5. Has PERSCO updated DCAVES to inform AFPC and home station of departing members' status? (AFI 36-3802)

5.10.6. Has PERSCO completed duty status change message prior to departure of last PERSCO team member?

5.11. Public Affairs.

5.11.1. Has PA planned and coordinated with AMC/PA for media coverage of unit arrival at home station?

5.11.2. Has PA planned a wrap-up media opportunity and internal stories highlighting Air Force accomplishments and deployment statistics (tons of cargo and number of passengers airlifted, unique cargo delivered, air refueling data, etc.)?

5.11.3. Has PA archived press clippings and tapes of deployed media coverage?

5.11.4. Has PA archived copies of photos, newsletters or other internal information products (prefer electronically)?

5.12. Safety.

5.12.1. Has an initial risk assessment according to AFI 90-901 been conducted prior to beginning the redeployment phase?

5.12.2. Is someone identified to continue spot inspections until all personnel have departed? Emphasis should be on preventing people from taking short cuts.

5.12.3. Have the deployed safety personnel or designated representatives completed a trip report to identify lessons learned in all safety disciplines? Send copies to NAF/SE and AMC/SE.

5.13. Security Forces.

5.13.1. Maintain "hard" target approach.

5.13.2. Are force protection measures the last to break down?

5.13.3. Are security forces and their equipment on last chocks to redeploy?

5.14. Services.

- 5.14.1. Does Services have a draw down plan for lodging, food service, mortuary, laundry, recreation and fitness, and Tactical Field Exchange operations?
- 5.14.2. Has all equipment been inventoried and repacked for redeployment?
- 5.14.3. Does Services have a drawn down plan for Services personnel?
- 5.14.4. Are plans in-place to replace TMDE before calibration certifications expire?

BROOKS L. BASH, Maj Gen, USAF
Director of Operations

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

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No forms prescribed

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Abbreviations and Acronyms

ABD—Air Base Defense

ABO—Air Base Operability
ADCON—Administrative Control
ADVON—Advanced Echelon
AEF—Air and Space Expeditionary Force
AFCAP—Air Force Contract Augmentation Program
AFFF—Aqueous Film Forming Foam
AFFOR—Air Force Forces
AFH—Air Force Handbook
AFMAN—Air Force Manual
AFMV—Air Force Motor Vehicles
AFRC—Air Force Reserve Command
AFSC—Air Force Specialty Code
AGE—Aerospace Ground Equipment
ALC—Air Logistics Center
AMC—Air Mobility Command
AMT—Air Mobility Tasking
ANG—Air National Guard
AOB—Air Operations Board
AOR—Area of Responsibility
ARC—Air Reserve Component
AT—Antiterrorism
ATC—Air Traffic Control
ATCALs—Air Traffic Control and Landing Systems
ATSO—Ability to Survive and Operate
AUTODIN—Automatic Digital Network
BASH—Bird Aircraft Strike Hazard
BDOC—Base Defense Operations Center
BITC—Base Information Transfer Center
BITS—Base Information Transfer System
BPA—Blanket Purchase Agreement
ESP—Expeditionary Site Plan
CADD—Computer Aided Drafting and Design

CAT—Category
CBR—California Bearing Ratio
CBRN—Chemical, Biological, Radiological, and Nuclear defense
CC—Commander
CCA—Contamination Control Area
CCC—Combat Crew Communications
CCD—Camouflage, Concealment, Deception
CCT—Contamination Control Team
CDF—Cargo Deployment Function
CEM—Contingency Exercise Mobility
CHOP—Change of Operational Control
CJCS—Chairman, Joint Chiefs of Staff
CNN—Cable News Network
COMCAM—Combat Camera
COMSEC—Communications Security
CONOPS—Concept of Operations
CONUS—Continental United States
CRE—Contingency Response Element
CRG—Contingency Response Group
CRT—Contingency Response Team
CRS—Combat Rescue Squadron
CRW—Contingency Response Wing
CWDE—Chemical Warfare Defense Equipment
DCG—Disaster Control Group
DDN—Defense Data Network
DCAPES—Deliberate and Crisis Action Planning and Execution Segment
DIFM—Due In From Maintenance
DISN—Defense Information Systems Network
DLA—Defense Logistics Agency
DNBI—Disease and Non-battle Injuries
DRMD—Deployment Requirements and Manning Document
DRMO—Defense Reutilization Marketing Office

DSN—Defense Switching Network
EAF—Expeditionary Aerospace Forces
ECP—Entry Control Point
EDD—Explosive Detector Dog
EFT—Electronic Funds Transfer
EIAP—Environmental Impact Analysis Process
EOC—Emergency Operations Center
EOD—Explosive Ordnance Disposal
ERC—Exercise Related Construction
EMS—Emergency Medical Support
ERMD—Employment Requirements Manning Document
ESL—Equipment Supply Listing
ESP—Emergency Special Program
FAA—Federal Aviation Administration
FACC—Fire Alarm Control Center
FAM—Functional Area Manager
FLIP—Flight Information Publication
FOD—Foreign Object Damage
FRN—Force Requirement Number
FPCON—Force Protection Condition
FSO—Flight Safety Officer
GAL—Global Assets List
GPC—Government Purchase Card
GSU—Geographically Separated Unit
HMMWV—High Mobility Multi-Wheeled Vehicle
HVAC—Heating, Ventilation and Air Conditioning
ICRC—International Committee of the Red Cross
IDO—Installation Deployment Officer
IED—Improvised Explosive Device
IMA—Individual Mobilization Augmentee
IMP—Inventory Management Plan
INMARSAT—International Marine Satellite

IP—Internet Protocol
IPL—Integrated Priority List
JAG—Judge Advocate General
JCCC—Joint Command and Control Center
JCS—Joint Chiefs of Staff
JLLIS—Joint Lessons Learned Information System
JOPES—Joint Operation Planning and Execution System
JSA—Job Safety Analysis
JTF—Joint Task Force
LDA—Limited Depository Account
LES—Leave and Earning Statement
LIMFAC—Limiting Factor
LMR—Land Mobile Radio
LOA—Letter of Agreement
LOGDET—Logistics Detail
LOGPLAN—Logistics Planning Subsystem
LOGSTAT—Logistics Status Report
MAAS—Mobile Aircraft Arresting System
MAJCOM—Major Command
MANFOR—Manpower Force Packaging System
MAO—Mail Address Only
MCP—Military Construction Project
MEFPAK—Manpower and Equipment Force Packaging System
METNAV—Meteorological and Navigation
MFR—Memorandum for Record
MHE—Material Handling Equipment
MICAP—Mission Capable
MICK—Mobility Initial Communications Kit
MILCON—Military Construction
MIPR—Military Interdepartmental Purchase Request
MNS—Mission Needs Statement
MO—Manpower Office

MOA—Memorandum of Agreement
MOU—Memorandum of Understanding
MOC—Maintenance Operations Center
MOPP—Mission Oriented Protective Posture
MPF—Military Personnel Flight
MPO—Military Post Office
MPSA—Military Postal Service Agency
MO—Manpower/Organization
MOG—Maximum (aircraft) On Ground
MRE—Meals Ready to Eat
MRSP—Mobility Readiness Spares Package
NAF—Numbered Air Force
NAVAIDS—Navigational Aids
NBC—Nuclear Biological Chemical
NCO—Noncommissioned Officer
NDB—Non-directional Beacon
NIPRNET—Non-Secure Internet Protocol Router Network
NMC—Non Mission Capable for Parts
NOSC—Network Operation Support Center
NOTAM—Notice to Airmen
O&M—Operations and Maintenance
OCONUS—Outside Continental United States
OEBGD—Overseas Environmental Baseline Guidance Document
OHA—Operational Hazard Analysis
OIC—Officer in Charge
OPCON—Operational Control
OPLAN—Operation Plan
OPR—Office of Primary Responsibility
OSD—Office of the Secretary of Defense
OSHA—Occupational Safety and Health Administration
OSI—Office of Special Investigations
PAK—Personnel Accountability Kit

PAR—Precision Approach Radar
PCS—Permanent Change of Station
PDF—Personnel Deployment Function
PDO—Publications Distribution Office
PERSCO—Personnel Support for Contingency Operations
PIREPS—Pilot Reports
PME—Professional Military Education
POC—Point of Contact
POL—Petroleum, Oils, and Lubricants
PPE—Personal Protective Equipment
RAM—Random Antiterrorism Measures
RCR—Runway Condition Reading
READY—Resource Augmentation Duty
REPOL—Refueling/Petroleum/Oils/Lubricants
RIBS—Readiness in Base Services
ROE—Rules of Engagement
PRF—Personnel Readiness Function
RSC—Runway Surface Conditions
RSO—Runway Safety Officer
SABC—Self-Aid/Buddy Care
SAFSO—Squadron Additional Duty Flight Safety Officer
SATCOM—Satellite Communications
SCBA—Self-Contained Breathing Apparatus
SIPRNET—Secure Internet Protocol Router Network
SITREP—Situation Report
SJA—Staff Judge Advocate
SOFA—Status of Forces Agreement
SORTS—Status of Resources
SPTG—Support Group
SRC—Survival Recovery Center
STE—Secure Telephone Equipment
SYSCON/CFP—Systems Control/Communications Focal Point

TA—Transient Alert
TACAN—Tactical Air Navigation
TACON—Tactical Control
TACC—Tanker Airlift Control Center
TCN—Transportation Control Number
TDY—Temporary Duty
TERPS—Terminal Instrument Procedures
TFA—Toxic-Free Area
TFL—Tactical Field Laundry
TO—Technical Order
TODO—Technical Order Distribution Office
TPFDD—Time Phased Force and Deployment Data
TRCO—Technical Representative to the Contracting Officer
TWG—Threat Working Group
UCC—Unit Control Center
UCMJ—Uniform Code of Military Justice
ULN—Unit Line Number
UMIS—Unit Type Code Information Management System
UN—United Nations
USIS—United States Information Service
USPS—United States Postal Service
USTRANSCOM—US Transportation Command
UTC—Unit Type Code
UXO—Unexploded Ordnance
VFR—Visual Flight Rules
VI—Visual Information
WAPS—Weighted Airman Promotion System
WMP—War & Mobilization Plan
WOC—Wing Operations Center
WRM—War Reserve Materiel
WRSK—War Readiness Spares Kit